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MEMORANDUM
OF CALL

Previous editions usable

TO:

☐ YOU WERE CALLED BY- Susie Peake ☐ YOU WERE VISITED BY-
OF (Organization)

☐ PLEASE PHONE ► ☐ FTS ☐ AUTOVON

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU
☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

How
713/737-1992
713/650-4699
202-833-4431

RECEIVED BY

DATE

TIME

63-110 NSN 7540-00-634-4018

☆ U.S. G.P.O. 1991 281-781/40011

STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
FPMR (41 CFR) 101-11.6

Document Originally
Attached to
Following Page

1992 Republican National Convention
Houston, Texas

FAX COVER SHEET

TO: Susan Slye

FROM: Susie Peake

OF: _____

TIME: 3:00 pm DATE: February 12, 1992

PHONE: 202-833-4431 (DC); 713-737-1992 (Houston)

COMMENTS: Many thanks for all your help! I

look forward to talking to you soon.

TOTAL NUMBER OF PAGES: 5
(INCLUDING COVER PAGE)

IF YOU HAVE A QUESTION OR PROBLEMS WITH TRANSMISSION,
PLEASE CALL: 202-833-4431





DEC 27 1991

December 25, 1991

To: Craig Fuller cc: SS, Ron K, Phil Brady

Re: Your Memo of 11-22 on Convention Entertainment.

Main Entertainer:

It might be nice to wait a little to see who is the 'hottest' item come spring. I have added the names of Sandy Patty (she really does the Star Spangled Banner fantastically); Gloria Estefan (hot ticket now) and a friend; Alabama whose lead singer has helped many Republicans; Vince Gill (Hot new Country man- not sure of his politics-been friendly to me).

There might be others who are not on attached list. Amy Grant and Michael W. Smith have huge followings and might help (as Patty for more detail).

You might want to ask Weintraub what movie stars will help. He has good feel for that.

CB

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FROM THE PRESIDENT

November 22, 1991

MEMORANDUM FOR THE PRESIDENT

FROM:

CRAIG L. FULLER

SUBJECT:

Convention Entertainment

Following our meeting last week, we have identified some of the issues that need to be addressed regarding entertainers at the 1992 Republican National Convention in Houston, Texas, August 17 - 20.

Since we last spoke about this issue, I have had an opportunity to discuss the entertainment program with Bill Harris, Convention Manager. We feel very strongly that we need to identify the key entertainers you want to have a significant role in the Convention. We would like to provide those entertainers with as much notice as possible, taking into account that their calendars are booked months in advance.

The following are suggested entertainment roles for the 1992 Republican National Convention in Houston, Texas. I have also included, for your information, entertainers from past events.

Main entertainer:

This individual will be highlighted during the Convention main session. It is still premature to identify specific time slots or the nature of the entertainment needed. It would be helpful, however, if you could identify an individual (or 2 - 3 people) who you would want as the feature entertainer, as well as giving us some input as to the supporting entertainers.

Supporting entertainers:

These entertainers will be used during various events connected with the Convention around the city of Houston, also yet to be identified. If you could choose 5 - 10 entertainers for this category, we can begin to determine appropriate events for them.

*Craig checked
I've
some
GP 2-23*

Listed below are some of the entertainers used during the last few major events.

1988 Republican National Convention, August 15 - 18 in New Orleans, Louisiana:

- ✓ Lee Greenwood, Feature entertainer, final night of Convention,
"Proud to be an American"
- ✓ Oak Ridge Boys, National Anthem
- ✓ Charlton Heston, Pledge of Allegiance
- ✓ Yakov Smirnoff, Pledge of Allegiance
- ✓ Lionel Hampton, Pledge of Allegiance
- ✓ Helen Hayes, Salute to Seniors

Presidential Inauguration, January 1989 in Washington, D.C.:

OPENING CEREMONY

Beach Boys

Up With People

GALA

- ✓ Anita Baker
- ✓ Mikhail Baryshnikov
- ✓ Neil Carter
- ✓ Crystal Gayle
- ✓ Julio Iglesias
- ✓ Frank Sinatra

Economic Summit, July 1990 in Houston, Texas:

- ✓ Randy Travis, Salute to Houston
- ✓ Marilyn McCoo, Salute to Houston
- ✓ Gatlin Brothers, Rodeo
- ✓ Loretta Lynn, Rodeo
- ✓ ~~Minnie Pearl, Rodeo~~
- ✓ Bill Monroe, Rodeo
- ✓ Charlie Pride, Rodeo

✓ Sandy Patty
Gloria Estefan
Alabama
Vince Gill
Amy Grant
Michael W. Smith

3

Other entertainers who have been helpful in the past include:

Cyd Charisse
Bob Hope
✓ Rich Little
Robert Mitchum
Joan Rivers
Roy Rogers/Dale Evans
Jill St. John
Jimmy Stewart
✓ Andy Williams

Other considerations:

✓ Gloria Estefan, Miami Sound Machine
✓ Whitney Houston



Louis W. Sullivan, M.D.
Secretary

VA
Health Care
Orrin

FEB 12 '92 11:00 DUNCAN IN

PAGE 01

JOHN J. DUNCAN, JR.
20 DISTRICT, TENNESSEE

118 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-4202
PHONE: (202) 225-8439

501 W. MAIN ST.
SUITE 318
KNOXVILLE, TN 37902-2883
PHONE: (615) 523-3772

200 E. BROADWAY
SUITE 418
FIRST AMERICAN BANK BLDG.
MARYVILLE, TN 37801-2404
PHONE: (615) 584-5484

COURTHOUSE
ATHENS, TN 37303-4287
PHONE: (615) 748-4671

Congress of the United States
House of Representatives
Washington, DC 20515

COMMITTEES:
BANKING, FINANCE AND URBAN AFFAIRS
PUBLIC WORKS AND TRANSPORTATION
INTERIOR
SELECT COMMITTEE ON AGING
REPUBLICAN TASK FORCE
ON HOUSING
CD CHAIRMAN

FAX TO

SAM SKINNER

OFFICE

WHITE HOUSE

PHONE

DATE

FEB 13, 92

TIME

11AM

PAGE 1 OF

3

SUBJECT

VA HOSPITALS - VETS
UPSET

JOHN J. DUNCAN, JR.
2D DISTRICT, TENNESSEE

118 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-4202
PHONE: (202) 225-8435

501 W. MAIN ST.
SUITE 318
KNOXVILLE, TN 37902-2693
PHONE: (615) 523-3772

200 E. BROADWAY
SUITE 418
FIRST AMERICAN BANK BLDG
MARYVILLE, TN 37801-2404
PHONE: (615) 994-8484

COURTHOUSE
ATHENS, TN 37303-4287
PHONE: (615) 745-4871

Congress of the United States
House of Representatives
Washington, DC 20515-4202

February 11, 1992

COMMITTEES:
BANKING, FINANCE AND URBAN AFFAIRS
PUBLIC WORKS AND TRANSPORTATION
INTERIOR
SELECT COMMITTEE ON AGING
REPUBLICAN TASK FORCE
ON HOUSING
CO-CHAIRMAN

Honorable Edward J. Derwinski
Department of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, D.C. 20420

Dear Mr. Secretary:

I am writing on behalf of many veterans in my District who have contacted me concerning the proposed Department of Veterans Affairs' (DVA) pilot program which would open some of the DVA's veterans hospitals to non-veterans.

I have previously read all of the reasons your Department has set forth explaining the initial decision to implement this program. However, veterans all across this Country are afraid that this program will ultimately cause veterans to be denied treatment or to have further delays or waiting periods before receiving needed medical services.

I am opposed to this program. I hope that your Department will reconsider its earlier decision and keep the veterans' hospitals open to the fulfill their original purpose --- to treat those who have served in our Nation's armed forces.

I want to make absolutely certain that the DVA does everything possible to see that all of our eligible veterans receive the medical treatment to which they are entitled. Also, it should be the goal of Congress and the DVA that this treatment be of the highest possible quality. Veterans' hospitals should always put veterans first.

I would very much appreciate your providing me with a response so that I may appropriately respond to my constituents who have contacted me in opposition to this program.

Thank you for your assistance.

With kindest regards, I am

Yours truly,

JOHN J. DUNCAN, JR.
Member of Congress

JJD:jhw

News Release

from Congressman

JOHN J. DUNCAN, JR.

2nd DISTRICT, TENNESSEE

FOR IMMEDIATE RELEASE: FEBRUARY 11, 1992
CONTACT: JIM EASTON 202-225-5435

15 CANNON HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515
(202) 225-5435

DUNCAN TAKES STRONG STAND IN FAVOR OF KEEPING VETERANS HOSPITALS FOR VETERANS --- OPPOSES NEW PILOT PROGRAM TO OPEN VA HOSPITALS TO NON-VETERANS

WASHINGTON, D.C.-- U.S. Rep. John J. Duncan, Jr. sent a letter today to the Secretary of Veterans Affairs, Edward J. Derwinski, strongly suggesting that the Secretary cancel plans for a pilot program which would allow non-veterans admission VA Hospitals.

In expressing his opposition to this pilot program Congressman Duncan stated, "We have a long-standing obligation to provide our veterans with readily available medical care at VA hospitals in return for their service to our Nation. In my opinion, this proposed pilot program violates this obligation."

The pilot program to be undertaken by the Department of Veterans Affairs would open the doors of VA Hospitals to a potentially large group of non-veterans who are eligible for medicare, medicaid and Indian Health Assistance.

Congressman Duncan added, "Veterans should not have to stand in line for medical care behind those who have not made the personal sacrifice of serving their fellow citizens in our armed forces. Veterans hospitals should always place veterans first."

The Department of Veterans Affairs plans to experiment with this pilot program in North Dakota, South Dakota, Michigan, Oklahoma, Virginia, Alabama, and Washington.

Representative Duncan added, "This pilot program, in my opinion, does not take into account that in addition to millions of existing veterans we now have over 500,000 new veterans from Operation Desert Storm who are or will be eligible for medical care at VA Hospitals. Medical care for these or any veteran should not be delayed or denied because non-veterans have taken their place in line at a VA Hospital."

Duncan has established a reputation on Capitol Hill as one of the strongest supporters of veterans in the Congress.

Daily News Summary

VA/HHS RURAL HEALTH CARE INITIATIVE

Editorials

Sharing Hospitals Helps All – "Some veterans' hospitals are in remote areas and routinely have lots of empty beds...So wouldn't it make sense to admit non-veterans to the Veterans Administration hospitals with available space? Yes, it would – notwithstanding veterans groups' strong opposition...Furthermore, by taking in money from Medicare and the other programs, VA could keep in service many underused hospitals that might otherwise have to be closed. That's a big plus...Veterans can be forgiven for what is probably the main source of their opposition – a feeling that they are a special group...True, opening the system to others dilutes that image...But growing health care troubles affect all Americans – especially the poor and especially in remote geographical areas...Unless the test program gives them more reason for concern than is now apparent, veterans should be willing to let others take advantage of the unused beds in their hospitals."

(Orlando (FL) *The Sentinel*, 10/29/91)

Tuskegee Solution: Tap VA System for Rural Health Care – "Critical veterans say the VA medical system is underfunded and ill-suited to assume the additional burden of treatment of non-veterans. Some fear the policy change may be the first step toward converting the VA hospital system into a national indigent medical care system. That opposition seems short sighted. Rural veterans' hospitals face a dwindling patient population...Opening selected rural VA hospitals to non-veterans within stringent guidelines should keep VA occupancy rates up and the hospitals open and improve the expertise of VA medical and support personnel. Politically, such action could strengthen support for the entire system...The Veteran's Administration should choose Tuskegee for the pilot program, and organized veterans should give it a chance."

(Montgomery (AL) *The Advertiser*, 10/29/91)

VA Filling Health Care Gap – "...The [American] Legion's perception that veterans will be the losers in this program is wrong. This isn't about taking from one group to give to another. It's about sharing and improving existing services. The entire nature of the veterans system will soon have to change because there are no longer the large numbers of people in the military as in previous generations. But for now, 172 hospitals exist. A new need for some of these hospitals exists. It makes sense to address that need now."

(Boston Herald, 8/26/91)

New Directions on Veterans' Issues – "...The Bush administration, to its lasting credit, has quietly tried to sort out and impose new limits on the array of veterans' benefits...The administration has also begun exploring a greater integration of the veterans' and civilian health care systems...The department is also exploring the opening up of its rural hospitals to non-veterans, partly because so many non-federal rural hospitals are having trouble staying afloat. That thought, too, is already controversial with veterans' groups. But Mr. Derwinski and his team, in forcing a rethinking of the bulky programs that they have inherited, are performing an important service."

(The Washington Post, 8/21/91)

Best Use of VA Hospitals – "...there is some logic to a pilot program, scheduled to begin early next year, when three to five VA hospitals are to be opened to non-veterans...some veterans organizations object strongly to the plan, saying that VA facilities are underfunded and understaffed and veterans are being turned away in some areas. Some veterans groups see the pilot program as the opening wedge for a national health-care system for the medically indigent...All of this may point to the wisdom of limiting any immediate change to the scope of a pilot program. Let's see how well it can be made to work...Transferring some excess beds to non-veterans should make more sense than building new hospitals."

(Tulsa (OK) *Tribune*, 10/31/91)

Let Nonveterans Use Underutilized VA Hospitals – "...the 172 hospitals run by the Department of Veterans Affairs operate in a different world. They never close, and when the department talks of opening a few underutilized ones to patients who were never in uniform, the veterans' lobby leaps to battle stations...Since these are sometimes the only hospitals for miles around, the plan would provide care that simply isn't available now to poor people in those areas. And the VA would be reimbursed by Medicare, Medicaid or the Indian Health Service...the veterans' lobby wants to keep its own little national health care system at any cost, and doesn't want anybody else hornning in on it. Fortunately, VA bureaucrats have a broader view of their responsibility. Their plan deserves a fair trial."

(New York (NY) *Newsday*, 11/8/91)

Daily News Summary

VA/HHS RURAL HEALTH CARE INITIATIVE

Press Coverage

Non-Veteran Health Care By VA Studied – "To the dismay of the nation's largest veterans organization, the Department of Veterans Affairs may begin treating non-veterans who live in rural areas lacking adequate access to health care facilities...Legion officials expressed fears that VA hospitals might turn away veterans in favor of non-veterans with Medicare funds. 'That is a ridiculous idea, and one the American Legion cannot abide,' said Robert S. Turner, the organization's national commander...the Legion said it was sympathetic to the health care needs of rural Americans but charged that 'this plan doesn't seem to get at that problem. What it appears to be about is money'... 'If there is excess capacity, shouldn't it be directed toward those veterans who need help,' Turner said."

(The Washington Post, 8/21/91)

Legion Opposes Non-Veterans' Access to Veterans Hospitals – "The American Legion has denounced a Government plan to open some veterans hospitals to non-veterans living in remote areas. The Legion's national commander, Robert S. Turner, said the proposal by the Department of Veterans Affairs would give people who have never served in the military access to hospitals that now turn away many veterans... 'I know how tough it is for veterans and non-veterans alike to get to a doctor in south Georgia or in the middle of South Dakota,' Mr. Turner said. 'But this plan doesn't seem to really get at that problem. What it appears to be about is money.' Mr. Turner said any excess capacity at the VA's 172 hospitals should be directed toward veterans now being turned away because of a lack of money or room."

(The New York Times, 8/22/91)

Veterans Angered on Hospital Plan – "... 'The VA system has been underfunded for the past decade,' said Bill Smith, a spokesman for the Veterans of Foreign Wars. 'There is understaffing; veterans are being turned away in some areas; there are long waiting lines. It is inconceivable that the department would turn its attention toward taking care of non-veterans'... James N. Magill, director of legislative service for the Veterans of Foreign Wars, said, 'Once VA is opened up to certain medically underserved segments of the general population – however meritorious this may appear – the temptation to turn the VA health care system into an extension or form of national health care for the medically indigent would prove all too irresistible to many members of Congress and the Administration'... 'There are plenty of veterans out there, whether rural or urban, who are now not able to use the system because there are strict guidelines about who can use the system,' said David W. Gorman, a spokesman for Disabled American Veterans."

(The New York Times, 10/27/91)

VA Clinic Idea Upsets Vets – "State veterans organizations are 'furious' about a proposal by the Salem Veterans Affairs Medical Center to help provide medical care at three rural health clinics... 'This certainly has veterans upset,' Richard O'Dell, director of the Virginia Department of Veterans Affairs, said Monday. 'It's one of the few issues in my 20 years working in the veterans community where I see all types of veterans groups locking arms'... 'This misguided proposal will force veterans to compete against non-veterans who have the ability to pay for health care. 'The fact is that many veterans with service disabilities are not receiving care now in a timely fashion'... 'Veterans fear that authorization to use VA resources for the treatment of non-veterans in exchange for non-appropriated funds may pose an irresistible temptation for Salem to devote an increasing share of scarce resources to non-veterans."

(Roanoke (VA) Times & World News, 11/5/91)

Vets Fight VA Hospital Open Policy for Non-Vets – "Idaho veterans are building opposition to opening VA hospitals to paying non-veterans... Under placards declaring the facility was turning away vets in favor of non-veterans, leaders of the American Legion, Veterans of Foreign Wars, Disabled American Veterans and Pearl Harbor Survivors demanded the policy be abandoned... Mel Napier, state adjutant for the American Legion, said petitions urging the state's congressional delegation to oppose any attempt to formalize the policy already have more than 5,000 signatures... 'It's time to get back to the treatment we were promised instead of the treatment we are taking,' said Bud Mason, state vice commander of the Veterans of Foreign Wars... And national American Legion Vice Commander Ron Murphy of Arizona told the crowd, 'Veterans ought to be first for the things they fought for, and that is adequate medical care.'"

(Boise (ID) The Idaho Statesman, 11/17/91)

Treat Vets 1st at VA Hospitals, Commander Asks – "All veterans should be given access to Veterans Administration hospitals before non-veterans are admitted, an angry commander-in-chief of the Veterans of Foreign Wars said Wednesday in Little Rock... Wallace had harsh words for the plan to open VA hospitals to non-veterans by January... 'It's incomprehensible how you can open it to other people when veterans are not being taken care of,' Wallace said. 'We've got to adequately meet the health care needs of the nation's veterans.'"

(Little Rock (AR) Arkansas Democrat-Gazette, 11/21/91)

THE WHITE HOUSE
WASHINGTON

DATE: February 13, 1992

TO: Connie Horner

FROM: SAM SKINNER

Please acknowledge interest. No special
action required.

Thanks.

From the Desk of
CLAYTON YEUTTER
Chairman
Republican National Committee

DCF HAS SEEN

Feb. 10, 1992

To Sam Skinner

Sam, Judge Ben Mackoff of Chicago called in last week to say that he'd like to be considered for appointment to the Commission on America's Urban Families, which was announced in the State of the Union address.

Since you know him well, you may simply wish to communicate this interest to Connie Horner or whomever will be working on putting together the Commission. If you'd like me to do so, I'll be happy to follow through as well.

CY
107 → Connie H.
Ack. interest
NO Sp. Action required

6 P.M., 2/14/92

**ASSOCIATION AND GROUP ENDORSEMENTS
FOR THE PRESIDENT'S HEALTH CARE PROPOSAL**

American Farm Bureau Federation
Business Roundtable
Healthcare Equity Action League
Healthcare Leadership Council (see attached)
National Association of Wholesalers-Distributors
National Coalition of Hispanic Health and Human Services Organizations
National Committee for Quality Health Care
National Federation of Independent Business
National Restaurant Association

6:00 P.M., 2/14/92

**REMARKS FROM CONSTITUENT LEADERS
REGARDING THE PRESIDENT'S COMPREHENSIVE HEALTH CARE REFORM PLAN**

"The empowerment of individual consumers was given a resounding vote of confidence today in the health care proposals announced by the President...Too often government has made all the decisions for the poor and especially the working poor. The President's plan provides families in poverty with the resources to make decisions about their health care."

-- Jane L. Delgado, Ph.D., President and CEO
National Coalition of Hispanic Health and
Human Services Organizations

"We commend the President for his market-based proposals which build on the strengths of our current system. We believe the President's plan is a vehicle to provide health care to all Americans...It is especially important for the Administration and the Congress to work together to provide broader access to healthcare, while instituting measures to control its spiraling costs."

-- Robert C. Winters, Chairman, Task Force on
Health, Welfare and Retirement Income
The Business Roundtable

"Health care reform needs to be market-oriented. It needs to control escalating costs which are currently crushing employers of all sizes. And it needs to solve the cost-induced access problem. The President has put on the table a major reform package that points America in the right direction on this vital issue."

-- Dirk Van Dongen, President
National Association of Wholesaler-Distributors

"[The President's plan] controls costs, gives everyone access to health care, reforms the insurance market and offers businesses incentives. This is far more favorable to small business than nationalized, government-run plans based on higher taxes and a bigger bureaucracy."

-- John Motley, Vice President
National Federation of Independent Business, and
Member, Healthcare Equity Action League

"We oppose taxing employers and employees out of jobs and businesses in order to create an unproven system of national health insurance that working Americans do not want."

-- Mark Gorman, Director, Government Affairs
National Restaurant Association, and
Member, Healthcare Equity Action League

"The President's proposals are consistent with HLC's primary objective: building on the strengths of our current private sector based system while ensuring access to affordable, quality care for all Americans...These proposals already have bipartisan support in Congress and can bring us relief now, if politics don't get in the way...[These proposals are also] the only health care alternative that compatible with economic recovery. It will get people covered and keep them covered but it won't raise taxes, cost jobs or put the burden on any one group of employers."

-- Pam Bailey, President
Healthcare Leadership Council

President Bush's health care plan contains some sound and positive concepts, most notably a proposal to allow the self-employed to deduct 100 percent of the cost of their health care insurance premiums...the tax deduction for the self-employed represents an important reform for a group that has been hard hit by spiraling health care costs.

-- Dean Kleckner, President
American Farm Bureau Federation

HEALTHCARE EQUITY ACTION LEAGUE

EMPLOYERS UNITED FOR REFORM

HEALTHCARE EQUITY ACTION LEAGUE (HEAL) STEERING COMMITTEE

Aetna Life & Casualty
American Apparel Manufacturers Association
American Association of Preferred Provider Organizations
American Bakers Association
American Cyanamid Company
American Farm Bureau
American Furniture Manufacturers Association
American Hardware Manufacturers Association
American Hotel & Motel Association
American Institute of Architects
American International Hospital
American Managed Care & Review Association
American Trucking Association, Inc.
AMGEN Inc.
Amway Corporation
Associated Builders and Contractors
Associated Equipment Distributors
Association of Health Insurance Agents
The Beer Institute
Beneficial Management Corporation
Burroughs Wellcome Company
Cancer Treatment Centers of America
Carl Karcher Enterprises
Caterair International Corporation
Central Reserve Life Insurance Company
The CIGNA Corporation
Citizens for a Sound Economy
Council of Smaller Enterprises
Eli Lilly & Company
Employee Benefits South, Inc.
Evanston Hospital Corporation
Federation of American Health Systems

Florists' Transworld Delivery Association
Food Marketing Institute
The Grand Union Company
Group Health Association of America
Hampshire House
Harman Management Corporation
Harris Methodist Health System
Health Industry Distributors Association
Health Industry Manufacturers Association
Health Insurance Association of America
Health Midwest
Health One
Healthcare Leadership Council
Hershey Foods Corporation
Hillcrest Baptist Medical Center
Humana Inc.
Industrial Distribution Association
International Mass Retail Association
John Hancock Mutual Life Insurance Company
Kimberly Quality Care
The Law Offices of Deborah Steelman
Marriott Corporation
Massachusetts Mutual Life Insurance Company
McDonald's Corporation
Melrose Diner, Inc.
Metropolitan Life Insurance Company
Mobile Technology Inc.
Morrison Incorporated
Motorola Inc.
National-American Wholesale Grocers' Association
National Association of Aluminum Distributors
National Association of Chain Drug Stores
National Association of Convenience Stores

National Association of Health Underwriters
National Association of Temporary Services
National Association of Wholesaler-Distributors
National Committee for Quality Health Care
National Council of Chain Restaurants
National Council of Community Hospitals
National Federation of Independent Business
National Medical Enterprises, Inc.
National Restaurant Association
National Retail Federation
National Wholesale Druggists' Association
New York Life Insurance Company
NMTBA-The Association for Manufacturing Technology
Pagonis & Donnelly Group, Inc.
Pennsylvania Hospital
PepsiCo
The Principal Financial Group
Printing Industries of America
The Prudential
Schering-Plough Corporation
Sears, Roebuck and Co.
ServiceMaster Management Services
Society of American Florists
St. Joseph Healthcare Group, Inc.
Super Valu Stores, Inc.
The Travelers Companies
U.S. Chamber of Commerce
U.S. Federation of Small Businesses, Inc.
Wendy's International, Inc.
Western Growers Assurance Trust
Wills Eye Hospital

HEALTHCARE EQUITY ACTION LEAGUE

EMPLOYERS UNITED FOR REFORM

HEALTHCARE EQUITY ACTION LEAGUE (HEAL) GENERAL MEMBERSHIP

Advertising Specialty Institute
Aerospace Industries Association
Air-conditioning & Refrigeration Wholesalers Association
Alabama Wholesale Beer & Wine Association
Albertson's, Inc.
Allen Park (MI) Chamber of Commerce
Alliance of American Insurers
The Aluminum Association
American Council on Education
American Electronics Association
American Federation of Small Businesses
American Machine Tool Distributors Association
American Meat Institute
American Paper Institute
American Society of Computer Dealers
American Supply Association
American Traffic Safety Services Association
American Veterinary Distributors Association
American Wholesale Hardware Association
Appliance Parts Distributors Association
Ardmore (OK) Chamber of Commerce
Amett & Company Health Communications
Associated Beer Distributors of Illinois
Associated General Contractors
Association for Suppliers of Printing and Publishing Technologies
Association of Commerce and Industry (MI)
Association of Ingersoll-Rand Distributors
Association of Steel Distributors
ATLAND Management Corporation
Atlanta (GA) Chamber of Commerce
Automotive Service Industry Association
Aviation Distributors & Manufacturers Association
Baker Industries, Inc.
Baptist Medical Center of Oklahoma
Beauty & Barber Supply Institute
Becton Dickinson & Company
Beer & Wine Association of Ohio
Beer Industry League of Louisiana
Beer Industry of Florida
Beer Wholesalers Association of New Jersey
Benefit Design Group, Inc.
Benihana National Corporation
Berghoff Restaurant Company
Bicycle Wholesale Distributors Association
Biscuit & Cracker Distributors Association
Bismarck-Mandan Area (ND) Chamber of Commerce
Bob Chinn's Crabhouse Restaurant
Boon-Chapman
California Association of Tobacco & Candy Distributors
California Association of Wholesalers-Distributors

California Beer & Wine Wholesalers Association
California Trucking Association
Central Wholesalers Association
Ceramic Tile Distributors Association
Chamber of Commerce of Hawaii
Chamber of Commerce of New Rochelle (NY)
Charles M. Ostheimer & Associates, Inc.
Chicago Metropolitan Distributors Association
Chicago Taste Freez Corporation
Chocolate Manufacturers Association
Christian Booksellers Association
Clemson Area (SC) Chamber of Commerce
Colorado Beer Distributors Association
Colorado Restaurant Association
Computer Dealers and Lessors Association
Copper & Brass Servicer Association
Council for Periodical Distributors Association
The County (NY) Chamber of Commerce, Inc.
Dairy and Food Industries Supply Association
Davenport (IA) Chamber of Commerce
Digital Dealers Association
Direct Selling Association
Eagle Creek Resort, Inc.
Eckerd Drug Company
Electrical-Electronics Material Distributors Association
Employee Managed Care Corporation
Engine Service Association
Express Visa Service, Inc.
Farm Equipment Wholesalers Association
Fire Suppression Systems Association
Fluid Power Distributors Association
Folk's Folly Prime Steak House
Food Industries Suppliers Association
Food Processing Machinery and Supplies Association
Foodmaker, Inc.
Foodservice Equipment Distributors Association
Gail F. Plitz, Inc.
General Merchandise Distributors Council
Georgia Beer Wholesalers Association
Glenwood Springs (CO) Chamber Resort Association
Goldendale (WA) Chamber of Commerce
Grand Rapids Area (MI) Chamber of Commerce
Greater Detroit Chamber of Commerce Wholesaler-Distributor Association
Greater Iberia (LA) Chamber of Commerce
Greater Martinsville (IN) Chamber of Commerce
Greater North Dakota Association/WAM Council
Greater O'Hare (IL) Association
Greater Raleigh (NC) Chamber of Commerce
Greater Washington Food Wholesalers
Hardee's Food Systems, Inc.

HealthTrust, Inc.
Henderson (NV) Chamber of Commerce
Hobby Industry Association of America
Hoffmann-La Roche Inc.
Home Health Care
Hospital Corporation of America
Hospitality Association of South Carolina
Illinois Restaurant Association
Independent Electrical Contractors, Inc.
Independent Laboratory Distributors Association
Independent Medical Distributors Association
Independent X-ray Dealers Association
Indiana Beverage Alliance
Indiana Restaurant Association
Institutional & Service Textile Distributors Association
Insurance Administration Center, Inc.
International Association of Amusement Parks and Attractions
International Dairy Foods Association
International Truck Parts Association
International Sanitary Supply Association
Iowa Grain and Feed Association
Iowa Restaurant and Beverage Association
Irrigation Association
JT&A, Inc.
Jewelry Industry Distributors Association
Jobbers Credit Association
John M. Regan & Associates, Inc.
Johnson & Johnson
Kansas Chamber of Commerce & Industry
Ki-Star Group of Texas, Inc.
The Krystal Company
Lenet Plumbing, Inc.
Lenior County (NC) Health Cost Containment Coalition
Lettuce Entertain You
The Levy Restaurants
Long John Silver's, Inc.
Los Angeles Fasteners Association
Louisiana Restaurant Association
Machinery Dealers National Association
Magaro & Associates
Manitowoc-Two Rivers (WI) Chamber of Commerce
Massachusetts Restaurant Association
Material Handling Equipment Distributors Association
MDU Resources Group, Inc.
Metro East (MI) Chamber of Commerce
Michigan Association of Distributors
Michigan Beer & Wine Wholesalers Association
Michigan Distributors & Vendors
Mid-America Supply Association

1725 K Street N.W., Suite 710, Washington, DC 20006
TEL: 202-872-0885 • FAX: 202-785-0586

Middle Atlantic Wholesalers Association
 Mississippi Malt Beverage Association
 Missouri Beer Wholesalers Association
 Missouri Restaurant Association
 Montgomery County Pharmaceutical Association of
 Pennsylvania
 Motorcycle Industry Council
 Mount Vernon (NY) Chamber of Commerce
 Music Distributors Association
 National Appliance Parts Suppliers Association
 National Appliance Service Association
 National Association of Chemical Distributors
 National Association of Container Distributors
 National Association of Electrical Distributors
 National Association of Fire Equipment
 Distributors
 National Association of Floor Covering
 Distributors
 National Association of Flour Distributors
 National Association of Hose and Accessories
 Distributors
 National Association of Meat Purveyors
 National Association of Realtors
 National Association of Recording Merchandisers
 National Association of Service Merchandising
 National Association of Sign Supply Distributors
 National Association of Sporting Goods
 Wholesalers
 National Association of Wholesale Independent
 Distributors
 National Beer Wholesalers Association
 National Building Material Distributors Association
 National Business Forms Association
 National Business Owners Association
 National Candy Wholesalers Association
 National Club Association
 National Commercial Refrigeration Sales
 Association
 National Electronic Distributors Association
 National Fastener Distributors Association
 National Food Distributors Association
 National Frozen Food Association
 National Grocers Association
 National Independent Poultry & Food Distributors
 Association
 National Industrial Glove Distributors Association
 National Insulation and Abatement Contractors
 Association
 National Lawn & Garden Distributors Association

National Locksmith Suppliers Association
 National Marine Distributors Association
 National Office Products Association
 National Paint Distributors
 National Paper Trade Association
 National Sash & Door Jobbers Association
 National School Supply & Equipment Association
 National Solid Wastes Management Association
 National Spa & Pool Institute
 National Truck Equipment Association
 National Welding Supply Association
 National Wheel & Rim Association
 National Wholesale Furniture Association
 National Wholesale Hardware Association
 New England Paper Merchandising Association
 New England Wholesalers Association
 New York State Beer Wholesalers Association
 New York State Plumbing & Heating Wholesalers
 New York State Restaurant Association
 North American Horticultural Supply Association
 North American Wholesale Lumber Association
 Northamerican Heating & Airconditioning
 Wholesalers Association
 North Carolina Beer Wholesalers Association
 North Carolina Wholesalers Association
 Northern Berkshire (MA) Chamber of Commerce
 Northern Rhode Island Chamber of Commerce
 Northwestern Public Service Company
 Oklahoma State Chamber of Commerce & Industry
 Optical Laboratories Association
 Orange County (NY) Chamber of Commerce
 Oregon Restaurant and Hospitality Association
 Outdoor Power Equipment Distributors Association
 Pacific Southwest Distributors Association
 Pasadena (CA) Chamber of Commerce
 Pennsylvania Chamber of Business and Industry
 Pennsylvania Restaurant Association
 Pet Industry Distributors Association
 Petroleum Equipment Institute
 Petroleum Marketers Association of America
 Piscataway-Middlesex Area (NJ) Chamber of
 Commerce
 Pocono Mountains Chamber of Commerce
 Post Card Distributors Association of North
 America
 Polach Corporation
 Power Transmission Distributors Association
 Product Marketing Association
 Pueblo (CO) Chamber of Commerce

Reno Sparks Convention and Visitors Authority
 Rhode Island Hospitality Association
 Riverdale Texaco
 Safety Equipment Distributors Association
 Santa Ana (CA) Chamber of Commerce
 Schiffli Lace & Embroidery Manufacturers
 Association
 Schererville (IN) Chamber of Commerce
 Scripps Memorial Hospitals
 Shoe Service Institute of America
 Small Business of America
 Snack Food Association
 Society of Professional Benefits Administrators
 South Carolina Beer Association
 Southern Wholesalers Association
 Southworth Milton Inc.
 Specialty Tools & Fasteners Distributors
 Association
 Spraying Systems Company
 St. Lucie County (FL) Chamber of Commerce
 Steel Service Center Institute
 Storm Lake (IA) Chamber of Commerce
 Suspension Specialists Association
 Swartz Restaurants Corporation
 Tennessee Malt Beverage Association
 Tennessee Restaurant Association
 Texas Restaurant Association
 Textile Care Allied Trades Association
 Thomas Jefferson University Hospital
 Thornton Gardens, Inc.
 Twinsburg (OH) Chamber of Commerce
 United Products Formulators & Distributors
 Association
 United Restaurant & Lodging Association
 Virginia Restaurant Association
 Walker Health Insurance Services, Inc.
 Wallcovering Distributors Association
 Warren County (PA) Chamber of Commerce
 Washington (IL) Chamber of Commerce
 Waste Management Inc.
 Water & Sewer Distributors of America
 Wausau Hospital Center
 Western Association of Fastener Distributors
 Western Suppliers Association
 Wholesale Beer Distributors of Arkansas
 Wholesale Beer Distributors of Texas
 Wholesale Distributors Association
 Wholesale Florists & Florist Suppliers of America
 Wholesale Stationers' Association
 Wine & Spirits Wholesalers of America
 Wisconsin Wholesale Beer Distributors Association
 Woodworking Machinery Distributors Association
 Woodworking Machinery Importers Association

SKS file

THE WHITE HOUSE
WASHINGTON

February 14, 1992

Dear Bill:

The comments on page 2 of the enclosed article reciting what you are purported to have said are clearly not Administration policy and are the subject of substantial discussion around the Administration.

I would appreciate your comments on what happened here.

Sincerely,



Samuel K. Skinner
Chief of Staff

The Honorable William
Administrator
Environmental Protection
401 M Street, S.W.
Washington, D.C. 20460

260-4700
Diana Widener

3/2

Reilly traveling this
week.

He plans to bring
it up w/ SKS the
next time he sees
him. And may
have already done so.

J+

Geopolitical Effects of Global Heating Gauged

By LARRY B. STAMMER
TIMES ENVIRONMENTAL WRITER

AI

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What if global warming really causes sea levels to rise, flooding low-lying nations such as Bangladesh? What if the world's breadbaskets, including America, are devastated as crop-growing regions shift to more northern latitudes?

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Now, a small but growing number of academics, government officials and environmentalists are beginning to think seriously about the political implications of a world environment gone awry. Many of them believe that the world's governments must start planning to avert the possibility of widespread calamity.

"If you want to have political stability, you have to have environmental stability," said Thomas E. Lovejoy of the Smithsonian Institution, a leading authority on the policy aspects of climate change.

No one knows which countries would be winners or losers in a greenhouse world. Existing computer models offer fuzzy pictures of possible climate conditions. The models lack the precision to zoom in on nations or smaller regions to assess how climate changes will affect them.

Still, there is broad consensus among scientists that as greenhouse gases accumulate in the atmosphere, trapping the sun's heat much as a greenhouse does on a sunny winter day, temperatures in the northern latitudes will climb faster than in the tropics. There will be changes in rainfall patterns, soil moisture, evaporation and sea

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Even slight changes in rainfall, experts say, could dramatically affect food production and the availability of water—circumstances that could lead to social and political upheaval, and in some cases violent conflict.

"We're looking at potential risks to the food supply, to regional stability, which could have ramifications beyond those regions," said Sandra L. Postel of the nonprofit Worldwatch Institute in Washington.

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If nations act soon, much could happen to minimize the dangers. Choices over how much energy and other basic resources are consumed, the kind of energy that is used, and population growth could significantly shape the future.

Technologies may be perfected to dramatically reduce greenhouse emissions. New treaties and cooperative efforts to address environmental threats also could alleviate tensions. Growing trade ties between nations could make cooperation—not conflict—more likely in the face of a common threat.

But, if violence breaks out, analysts believe it would begin in Third World countries. Conditions of abject poverty, rapid population growth, ethnic disputes and longstanding national and religious rivalries already make these nations ripe for conflict. They would be least able to cope with the added strain of environmental convulsions.

Rich industrial nations would probably fare much better. Most experts believe that war between rich and poor nations is unlikely, if for no other reason than the two sides are unevenly matched. Short

of that, advanced nations could be affected by the disputes of others, either diplomatically or economically.

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Although once an arcane and unlikely area of research, pairing security and the global environment has gained momentum in the aftermath of the fall of the Soviet

Union. It has also been given a boost by growing public concern about the world's environment.

Environmental groups, major foundations, universities and the Pentagon have begun to examine the possible connections. Recently, the National War College convened a symposium exploring the subject, and in the last two years Congress has appropriated \$200 million for an assessment by the Pentagon of how environmental problems could affect the nation's security.

Critics see this growing interest as a clever if misguided scheme by some environmentalists and others to build popular support and lend a sense of urgency to old causes—deforestation, disarmament, population control, clean energy and overconsumption in the industrialized West. Others see nascent interest by the defense Establishment as a way of justifying arms spending in an era when military threats from foreign powers appear to be waning.

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CONTINUED

ional security community saying: 'We need a new task and saying there's the environment . . . and we are still relevant.'"

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The National Academy of Sciences has warned that unless emissions of carbon dioxide and other greenhouse gases are slowed, there could be a significant rise of 1.8 to 9 degrees in global average temperatures within 60 years.

That may not seem great, but during the Little Ice Age 600 years ago, the Earth's average temperature was just 3 degrees lower than it is today. During the Dust Bowl years of the 1930s, which parched the United States in the worst heat and drought on record, average regional temperatures were only 2.1 degrees above normal.

How fast the Earth warms is crucial. The faster temperatures rise, the less time mankind, plants and animals have to adapt.

Worst-case scenarios include wintertime temperature increases of 1.2 to 2.5 degrees per decade in the mid-latitudes if no preventive actions are taken.

World population growth is adding to the problem. There are 5.4 billion people on the planet, and at current birthrates, the numbers could double within 50 to 75 years, straining resources further.

Regional disputes over scarce water supplies—which would be made scarcer by shifts in rainfall patterns and population demands—are highest on the list of likely conflicts if climate change is accelerated.

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Los Angeles Times

Circulation 1,242,864

FEB 10 1992

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TIMES ENVIRONMENTAL WRITER

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note page.
Lush*

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*is this
Administration
policy?
definite risk
of climate
change*



A4 WEDNESDAY, FEBRUARY 12, 1992

February 14, 1992

To: Chief of Staff
 Bob Teeter
 Ron Kaufman
 Rich Bond

A very nice L>A>
 Times Column
 by Ed Rollins.

GB

L.A. Times Comment

ON THE NATION

Bush the Fighter Is Back on Scene

*The President's one-two
 punch combination against
 Congress and Buchanan
 puts him back in the ring.*

BY EDWARD J. ROLLINS

WASHINGTON
 Bush is back. No, not from another foreign trip—he's back in campaign fighting form, sharper than he's been since he turned the tables on Dan Hather in the famous 1988 ambush interview. Only this time he's turning the tables on Patrick J. Buchanan in New Hampshire and the Democrats who control the Congress. Politically speaking, it's a deft one-two punch combination that has gotten him off the ropes.

It started with the State of the Union address. Expectations had soared out of control before the speech, hyped in part by the White House staff and eagerly turned by the media into a high-stakes performance. George Bush rose to the occasion beautifully, with a patriotic challenge to a chastened Congress. He showed the same determination to fight the recession that he displayed with the Gulf War, echoing the line "This will not stand"—which became his first and final warning to Saddam Hussein. Just as in the Gulf War, he set a deadline—March 20—for congressional action, warning he would lead a political juggernaut against the Democratic Congress thereafter.

This was not the same friendly forum he had for his last major political speech at the 1988 Republican convention. The majority of his audience were Democratic senators and representatives who sat on their hands for most of the address. But Bush delivered his lines with conviction for 55 minutes, while laying out a detailed program that sounds like a political platform.

National polls show the speech didn't have much staying power, but

those aren't the polls to use in gauging Bush's State of the Union success. The polls that matter right now are in New Hampshire, where Buchanan's challenge poses the next potential crisis for the Bush reelection team.

Those polls show Bush has steadily gained ground with GOP voters since the speech, rising from 52% in late January to 63% now.

Bush's growing strength and impending rout of the Buchanan challenge has Pat playing defense. His attack commercials have been scuttled in favor of new ads outlining what Buchanan would do as President. With Buchanan's sting removed, his barbs will degenerate into a mild background buzz as the campaign moves south for the March 10 Super Tuesday contest. That's conveniently close to Bush's March 20 deadline to Congress, freeing him up to mount his offense against the Democrats.

Colorado Gov. Roy Romer, a Democrat, discovered Bush's newly rediscovered political fighting skills when he tried to ambush the President at the White House last week. Bush returned fire by challenging Romer for specifics on how to get more money from the defense budget. The outspoken governor became mute.

Bush's strengthened grip on the Granite State is a strong contrast to Democratic disarray. With Arkansas Gov. Bill Clinton having to defend both his marriage vows and his draft deferment, New Hampshire may not produce a strong front-runner after all. Instead of poring over the Plum Book of government appointments, Democratic insiders are back to pondering whether there's an electable candidate in their ranks. There's no better proof of the success of Bush's new offensive than the growing speculation that someone else more electable than the current batch of Democratic candidates needs to step into the race. When the Democrats themselves think they're in trouble, it's a good bet it's true.

The smart thing for the Democrats to do now is to cancel the congressional recess, forge a bipartisan economic recovery package and send it to the President before March 20. With more voters blaming Congress than the President for the recession, that's the only way to keep from becoming a whipping post next month. It means handing Bush one more victory, but it might save some Democratic incumbents their jobs come November. At this rate, holding their own in Congress might be the best Democrats can accomplish in 1992.

Edward J. Rollins, White House political director from 1981-1985, served as Ronald Reagan's campaign manager in 1984.

FRO

'When the Democrats
 themselves think they're in
 trouble, it's a good bet it's
 true.'

THE WHITE HOUSE

WASHINGTON

2/14/92

SKS:

Connie Irwin will be in Washington Feb. 20 and 21 pursuing her interest in a political appointment. She would like to meet with you. She says Nancy Ellis (the President's sister) had recommended her for government service. However, neither Connie Horner nor Jan Naylor is meeting with her.

Do you want to see her?

617/536-7011

yes —
No ~~X~~ 2-14

R by phone 888 2/14/92

February 4, 1992

Dear Connie:

Thank you for your recent letter and sending along Governor Weld's remarks of January 16.

I appreciate your sharing this perspective with me on the eve of the State of the Union Address. It was very helpful.

Your kind words of encouragement on my new assignment are very generous and your support means a great deal to me.

With warm regards,

Sincerely,

Samuel K. Skinner
Chief of Staff

Ms. Constance L. Irwin
103 Marlborough Street
Boston, Massachusetts 02116

SKS/MO/ckb (Corres.#: 623431)

cc: Mike Ortega, OEOB, Rm. 54-A



Constance L. Irwin

103 Marlborough Street Boston, Massachusetts 02116

617-636 7011

January 27, 1992

The Honorable Samuel K. Skinner
Chief Of Staff
The White House
Washington, D.C. 20500

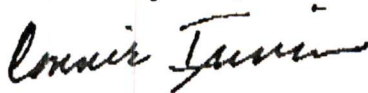
Dear Sam:

Please take ten minutes to read the attached speech given by Governor Weld on January 16. Maybe you can incorporate some of the ideas in President Bush's State of the Union address. I would have sent it sooner but was under the impression it had already been sent to you.

It is concise, specific, sincere, educational in explaining concepts to the public, and in an upbeat mood. I was extremely impressed by the content and delivery, and I am not one easily impressed.

I also want to tell you I think you are doing an extraordinary job. You have taken a low profile, have displayed an incredible understanding of the issues President Bush must address, and have your pulse on the thoughts of middle America. Best luck tomorrow night. Take care and God Bless.

Kindest regards,



Constance L. Irwin

encl.

P.S. I will also send along a copy to Roger Porter, who I met several months ago.

123431



WILLIAM F. WELD
GOVERNOR

MARGEO PAUL CELLUCCI
LIEUTENANT GOVERNOR

THE COMMONWEALTH OF MASSACHUSETTS

EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

State of the State Address of
Governor William F. Weld

State House, Boston, Massachusetts
January 16, 1992

Gov. William Weld
State of the State Address
Thursday, January 16, 1992

Mr. President, Mr. Speaker, fellow State workers and fellow citizens for whom we work:

A little over a year ago, Massachusetts was a State in political gridlock, economic decline, and fiscal chaos. Taxpayers had been hit with three major tax increases, State government faced a multi-billion dollar structural deficit, and the financial markets had practically consigned us to junk bond status.

Paul Cellucci and I felt that the time had come to question some of the basic assumptions under which our State government had grown beyond the consent of the governed.

Few people were confident that we could restore stability and discipline to Beacon Hill. Few thought that we could eliminate the deficits facing us for fiscal years '91 and '92. No one envisioned our cutting spending in fiscal '92. Yet together, you and we did all these things.

At the outset of 1991, few companies considered Massachusetts as a place to establish a new manufacturing plant. Yet Polaroid broke ground on a \$90 million facility in New Bedford. Norton began building an 80,000 square-foot electronics center in Worcester. Digital made plans for a \$425 million semiconductor facility in Hudson. Genzyme signaled its faith in our future by deciding to build its \$75 million manufacturing plant in Boston.

Few people believed we could avoid new taxes. But our

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Administration worked with the Legislature to forge a radically different course. In March, we repealed the sales tax on this State's vital service sector; in July we implemented a new tax credit which offers the most generous benefit in the country for research and development; and at the start of this year we realized a reduction in individual income tax rates.

Not much of this was expected to happen. Yet all of it has come to pass. We had our share of differences, some of them highly publicized. But whatever divided us was submerged in our allegiance to the people of Massachusetts. I'm not sure which is more historic -- the weekly meetings the Lieutenant Governor and I have come to enjoy with legislative leaders of both parties, or the unprecedented agreement on an annual revenue forecast that those meetings helped produce. In any event, Paul and I thank you legislators for the spirit of partnership that has brought us through a difficult year. I hope, and more important the people of Massachusetts expect, that it will continue.

I know there are men and women across the State watching tonight who have lost their jobs, and families who are nervous about the future. I promise you that all of our energy and efforts this year will be for you. If last year we brought stability to the Commonwealth, then this year we must set ourselves the task of bringing jobs and economic prosperity back to you, the people of Massachusetts. We on Beacon Hill can

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promote job creation and business expansion by reducing the burdens imposed by government. And we can replace impediments to growth with incentives to growth, especially through tax policy.

Before Paul and I took office people in this State were asking -- were afraid to ask, really -- which of their taxes were going to be raised. They're not asking that question anymore. If 1991 is remembered for what tax increases did not happen, I suggest 1992 should be remembered for what tax reductions did happen. The time has come to help jolt our economy into recovery through further tax cuts.

Two weeks ago we saw the State's personal income tax drop from 6.25 percent to 5.95 percent. Tomorrow, I am filing a bill to cut the personal income tax once again to 5.75 percent, retroactive to January 1st. This cut will have a direct, immediate impact on every person who pays taxes in this State. Combined with the earlier rollback, we will be putting \$350 million back into taxpayers' pockets and purses this year, money that can be spent and invested immediately.

Paul Cellucci and I were elected to limit the size and growth of government. Taxpayers deserve some payback from these efforts, and these cuts represent the first installment.

I often said during the 1990 campaign that I think our income tax rate should not exceed five percent, and before the end of our term, we intend to get there.

We also want to encourage more spending and investment in

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job-creating ventures. Therefore, I am also filing legislation tomorrow to reduce the State's capital gains tax. For too long, we in Massachusetts have taxed and stifled the promise of people investing in their own future here. Many people and many companies have moved to other states as a result. With this in mind, our bill phases out the capital gains tax depending on the length of time the property is held, reaching zero percent after six years. You don't have to be a rocket scientist to figure out this is going to create an incentive for people to invest in Massachusetts enterprises, and help our real estate market as well.

I am also filing tomorrow four other tax reforms that offer incentives to employers who expand their operations and create new jobs in Massachusetts this year.

First, we propose a graduated job-growth and productivity credit of up to 90 percent for those companies that increase their payrolls over 1990 base levels.

Second, we are introducing a 10 percent credit to those job-creating companies which also offer job-training and child-care programs for their employees.

Third, for those companies that invest this year in plant and equipment within the State, we offer a 20 percent bonus tax credit.

Fourth, we are revising tax language currently on the books so as to benefit start-up manufacturers.

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Taken together, these six initiatives will be a powerful enticement for employers to immediately expand their operations in Massachusetts. We can afford them. All of them are reflected in the balanced 1993 budget I will file next week. My own view is we cannot afford to do without them, if we want to bring jobs back to Massachusetts.

In the future, I believe we must guard against a casual return to the madcap spending habits of years past. So tonight I am also proposing an amendment to our Commonwealth's constitution, to be filed by Senate Republican Leader David Locke and House Republican Leader Peter Forman, mandating that any legislation to raise State taxes must receive a two-thirds majority in both the House and Senate.

With passage of these proposals, we will all be able to take pride in casting aside once and for all the last vestiges of the old insulting label: "Taxachusetts."

We need to take action on several other fronts to revitalize our economy.

We must address the "credit crunch." Our businesses need new capital. It doesn't matter whether it comes from banks, or venture capitalists, or insurance companies, or pension funds, or Massachusetts public authorities, or the U.S. Small Business Administration, or the FDIC -- we simply must have access to credit in order for our economy to expand, and we will continue to pursue all these sources.

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We also need to be pro-active in conforming government policies to the legitimate needs of individual industries Massachusetts is fortunate to possess.

This process began last year with the biotech industry and the formation of a special task force to advance the needs of biotech/biopharmaceutical manufacturing here in the Commonwealth. One upshot was the investment decision by Genzyme.

This year, the telecommunications and software industries will receive similar treatment. Our 1,200 software firms are already tapping into a \$50 billion global market which will become a trillion dollar market a few years into the next century.

And we have more than 100 telecommunications companies in Massachusetts, in fields such as fiber optics, voice processing, and telephone bridging systems. Next week, Congressman Markey and I will host a conference to examine the fast-changing telecommunications market and determine how we can make Massachusetts an international center for the entire industry.

I'll also be working with our Congressional delegation, and with the White House, on issues affecting the defense industry, the largest source of jobs in this State. We should all be proud of the contributions Massachusetts-based companies made to Operation Desert Storm. Patriot missiles, combat radios and jet engines -- all critical to our nation's success -- were designed and manufactured right here in the Commonwealth. We must

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maintain this high-skilled industrial capability.

Another critical priority is the construction industry. Employment in this sector has dropped by half since 1988. We have undertaken a \$1.3 billion public construction agenda to put tens of thousands of these workers back on the job in the months to come. The Artery/Tunnel project in Boston will generate 6,000 jobs this year. And the Massachusetts Highway Department will create another 20,000 jobs this year through other bridge and highway projects across the state.

There's another industry, which is often overlooked, but which means a lot to Massachusetts: and that is sports. Lieutenant Governor Cellucci and I are pleased that we've already succeeded in reviving the thoroughbred racing industry in the State. And all of us benefit greatly from the contributions made by the Bruins, the Celtics, the Red Sox, and the Patriots, not only to the local economy, but to our quality of life. I've formed a Sports Advisory Council to advance both professional and amateur sports in the Commonwealth. Looking down the road, there's no reason why this State shouldn't succeed in bringing the Summer Olympics to Boston.

For all of our industries, we need to contain the basic cost of doing business in Massachusetts. This need drives our regulatory reform agenda. It was behind our successful effort last year to enact a historic overhaul of this State's workers' compensation system. And it led us to pass a hospital financing

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bill which injects competition into the system and gives small businesses access to affordable health insurance. This year, the cost-containment philosophy will lead us to develop a State energy policy that helps industry by encouraging competition, efficiency, and reduced costs.

It needs to be said also that we must not neglect the possibilities internationally. Given a stable business environment, Massachusetts companies can compete anywhere in the world. Our trade mission to Asia last August has landed major contracts for Massachusetts software and environmental firms. In March, Massachusetts will become the first state to open a trade office in Berlin, giving Massachusetts a window to Eastern Europe, which badly needs our goods and services. Given our geographic location and our level of expertise, we can indeed become the capital of the Atlantic Rim.

As we now focus on the economy, we must equally focus on education. Our economic development depends upon an educated work force, skilled among other things in science and math.

Paul Cellucci and I have prepared legislation to change the way we teach our children in primary and secondary schools. Under our bill, we insist on clear definitions of success and failure, and accountability for both. We give more authority to those closest to the kids -- to principals, to parents, and to teachers. We want to empower the teachers in K-through-12 and then hold them accountable for the results. Talent, and not

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tenure, will be the basis for who leads our classrooms.

In the fiscal '93 budget I submit next week, funding for K-through-12 education will be increased by \$200 million, net. Over five years, our budgets will increase spending on K-through-12 education by \$800 million, net. I don't want to see 35 kids in a classroom. Like Mayor Flynn, I don't want to see our kids cheated out of first-class sports programs.

But that funding must be tied to substantial reforms. In a friendly spirit, I therefore challenge you ladies and gentlemen of the Legislature to have an education reform bill along these lines on my desk within 90 days, so we can institute these critical changes, and this critical new funding, in time for the new school year.

Just as commerce and culture are mutually dependent, so too are the economy and the environment. People want to live and work in a State with clean air and water, accessible beaches, and fertile, uncontaminated soil. Our Administration will push hard for passage this year of the River Protection Act, which will limit development along the banks of our rivers, and the Watershed Protection Act, to minimize future encroachments upon our water supply. And we will vigorously support measures to create a strong and balanced market for recycled products in this State. We must reduce the amount of solid waste generated every day in Massachusetts, and we must reuse and recycle our limited resources.

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The principle involved here is prevention of harm. And that principle also applies to an even more important resource, the citizens of this Commonwealth. Many of the health and social problems which injure our communities, and tax our budgets, are preventable.

Our budget next week not only maintains spending on prevention programs, but includes increases in several key programs: millions of dollars added to the program which feeds the State's hungry children and poor pregnant women; millions of additional dollars to prevent the spread of AIDS and treat those who are HIV-positive; millions of dollars added to combat substance abuse; millions added to family-planning services, to reduce unwanted pregnancies, particularly among teenagers; millions added to day care, to help women stay on the job; and millions added to early-intervention programs to reach out to our at-risk youth.

As these examples illustrate, we're not against government spending. We don't wish to dismantle government. We want to transform it, to make it work as hard as those who pay its bills. This year, more than ever before, we're going to emphasize results over rules. We're going to demand a fair return for every dollar invested by State government. This emphasis will manifest itself next week in our new performance-based budget, which allows all of us to gauge exactly what outputs we are

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getting from State government.

* * * * *

There is an old saying that when you're through changing, you're through. The past twelve months have been a period of reform and renewal. And much more lies ahead.

Massachusetts is now a State on the mend; let's get it on the move. If we all pull together, we can put our people back to work and put change to work for us.

Thank you very much.

###

DCF HAS SEEN



February 17, 1992

To: Sam Skinner and Bob Mosbacher, Bob Teeter, Fred Malek.

From: GB

Subject: Dirty Campaigning

It is absolutely essential that all personnel be told that they must not resort to campaign tactics that assault another's character.

The now infamous "Hickman FAX" in which a Kerrey campaigner FAXed to a media person negative dirt on Clinton prompts this memo.

We should make clear to all involved here and in the campaign that this kind of dirty tactic will result in termination from employment.

Please be sure that all hands get the word.

A handwritten signature in cursive script, appearing to read "George Bush", is centered below the text.

FROM THE PRESIDENT

file

THE WHITE HOUSE
WASHINGTON

Feb. 18, 1992

To Sec. Skinner

Sam, just an alert that this could become a hot item between now and November. And it is one that will be very awkward for us because of all the political and economic cross currents.

A handwritten signature in black ink, appearing to be "C. J. Moore". The signature is stylized with a large, sweeping loop at the beginning and a long horizontal stroke extending to the right.

cc H. Moore

NEGOTIATORS EXPRESS CONFIDENCE OVER CLINCHING TRADE AGREEMENT

DALLAS -- U.S. trade negotiator Julius Katz denied speculation the U.S. does not want the North American Free-Trade Area treaty this year with Canada and Mexico for political reasons. "There has been no decision, as is sometimes said, for not proceeding with the agreement this year," said Katz....

There is growing concern in the U.S. that the pact will only exacerbate the current economic climate by causing more losses of jobs. Because of that, some published reports have suggested the Bush Administration does not want a treaty in this election year, which the Democrats could exploit....

"Our instructions are to produce an agreement as quickly as possible. And we are working to produce as good an agreement as we can," Katz said. (Harihar Krishnan, UPI)

U.S.-CANADA RIFTS GROW OVER TRADE

TORONTO -- Despite a 3-year-old free-trade agreement, the U.S. and Canada are headed into a new phase of confrontation, accusing each other of protectionist ways. The battlefield is beer, lumber and automobiles.

Even as the neighbors negotiate with Mexico about expanding the agreement to include all of North America, the tensions are growing, heightened by political sensitivity about jobs lost through imports. The lingering economic slumps and approaching elections in both Canada and the U.S. add more pressure.

Prime Minister Mulroney has complained, "We're getting sideswiped by American Japan-bashing." He has also said Washington is playing "low-level politics."

(Clyde Farnsworth, New York Times, A1)

RETURN OF HAITIANS COST \$24M

Reports Monday the government has spent \$24 million to pick up house and return fleeing Haitians raised the ire of human interest groups. The Sun-Sentinel of Fort Lauderdale reported that since October the Coast Guard has spent about \$4.8 million and a joint military task force has spent at least \$19 million on illegal Haitian immigrants. "This is an absolute waste of taxpayers' money," said Cheryl Little, a Miami lawyer with the Haitian Refugee Center. (Sandra Sanchez, USA Today, 3A)

GUATEMALAN AID

Secretary Cheney said he's impressed by President Serrano's efforts at ending human rights abuses in his country and prospects had improved for resuming U.S. military aid to Guatemala. "Hopefully, the kind of progress that is being made in Guatemala will ultimately be reflected in a decision by Congress to support mutual interests," Cheney said. ("Capital Line," USA Today, 4A)

EDITOR'S NOTE: "Mexicans Undeterred By Barriers On The Border," by Al Kamen, appears in The Washington Post, page A1.

February 18, 1992

Coordinating Economic and Domestic Policy

Policy Coordinating Group

To facilitate coordination of economic and domestic policy the President is establishing and will chair a Policy Coordinating Group.

Policy Coordinating Group Membership

1. The Policy Coordinating Group includes all cabinet officers and agency heads. The President chairs the Group. The Counsellor to the President for Domestic Policy serves as Chairman Pro Tempore.

2. Policy Coordinating Group meetings will include those cabinet officers and agency heads with a legitimate interest in the issue under consideration.

3. The Counsellor to the President for Domestic Policy, in consultation with the PCG Executive Committee, will extend invitations to PCG meetings.

Policy Coordinating Group Executive Committee

1. Members of the PCG Executive Committee include:

The President (Chairman)
The Vice President (ex officio)
Counsellor to the President for Domestic Policy
(Chairman Pro Tempore)
Secretary of the Treasury
Director of the Office of Management and Budget
White House Chief of Staff
White House Deputy Chief of Staff

2. It is expected that the Executive Committee will meet early each week, at a regularly scheduled time, to consider the agendas for future PCG meetings.

Principles

The following principles will guide the development of economic and domestic policy issues for the President:

1. The principle of inclusion rather than exclusion will operate with respect to membership on working groups and participation in the preparation of papers. Departments and agencies with a legitimate interest in an issue will be included from the outset in order to mobilize the best information and analysis available to make informed decisions.

2. Primary reliance on departmental resources. Generally, a lead department or agency will have responsibility for preparing papers for consideration by the working groups, and for insuring adequate input from other relevant departments and agencies, if appropriate.

3. The system will seek to have decisions made at a level consistent with their importance. The process is designed to elevate to the President or to the cabinet level major issues requiring high level deliberation and to resolve successfully less important issues at the subcabinet level.

4. Departments or agencies will have the option of appealing a decision made at the subcabinet level to a higher level, if they wish.

Options

Option 1: A Structure Parallel to the National Security Council

The National Security Council structure includes a core group of departments (State, Defense) who meet with the President at the cabinet level. This core group is supplemented by other departments and agencies (Treasury, OMB, etc.) when issues involving their interests are under discussion.

The NSC has also established two dozen or more subcabinet committees or working groups (generally at the assistant secretary level) to develop policies in a wide variety of subject areas. These PCCs or Policy Coordinating Committees are chaired by a lead department or agency.

The PCCs are able to resolve successfully many issues that do not require deliberation at a higher level. They also develop options for consideration by the Deputies Group and for the National Security Council.

The system in practice operates with a good deal of flexibility. While many issues are developed through this three-tiered process, other issues that are either highly sensitive or time urgent are brought directly to the NSC or to the Deputies Group for discussion.

A parallel structure for the PCG would include the following elements:

1. A core group (the PCG Executive Committee) would meet with the President at the cabinet level. The core group would be supplemented by representatives of other departments and agencies when issues involving their interests were under consideration.

2. Working groups dealing with major subject areas, including economic policy, would develop issues for consideration for the PCG.

- The chairmanship, membership and mandate of these working groups would be determined by the Counsellor to the President for Domestic Policy after consultation with the PCG Executive Committee.
- Normally, the relevant cabinet department or an element of the Executive Office of the President (CEA chairing a working group on economic statistics) would have lead responsibility and chair the working group.
- These working groups would operate much like the Policy Coordinating Committees (PCCs) in the National Security Council structure.
- Depending on the issue or issue area, the working group might be chaired by a cabinet officer or by a subcabinet official.
- Working groups would address both issues requiring immediate resolution (an EEP sale to the Philippines), and longer-term efforts (the development of a comprehensive health reform proposal).

3. A Deputies Group, similar to the NSC Deputies Group, would supplement, as appropriate, the activities of the working groups.

- It would resolve issues where possible, and refine options on issues meriting consideration by the PCG.

Option 2: Establish a single cabinet-level entity to address economic and domestic policy.

A single entity (the Policy Coordinating Group) would have responsibility for coordinating economic and domestic policy issues. It would include the following elements:

1. A core group (the PCG Executive Committee) would meet with the President at the cabinet level. The core group would be supplemented by representatives of other departments and agencies when issues involving their interests were under consideration.

2. Working groups dealing with major subject areas, would develop issues for consideration by the PCG.

- The chairmanship, membership, and mandate of these working groups would be determined by the Counsellor to the President for Domestic Policy after consultation with the PCG Executive Committee.
- Normally, the relevant cabinet department or an element of the Executive Office of the President would have lead responsibility and chair the working group.
- These working groups would operate much like the Policy Coordinating Committees (PCCs) in the National Security Council structure.

3. A Deputies Group, similar to the NSC Deputies Group, would supplement, as appropriate, the activities of the working groups.

- It would resolve issues where possible, and refine options on issues meriting consideration by the PCG.

Option 3: Establish a Cabinet-Level Working Group on Economic Policy to handle economic policy issues and a Cabinet-Level Policy Coordinating Group to handle non-economic domestic policy issues.

Two cabinet-level entities, which would coordinate closely with one another, would have responsibility for economic and domestic policy issues respectively.

1. The Secretary of the Treasury would chair a Working Group on Economic Policy that would have responsibility for developing policy on economic issues. It would include the Secretary of the Treasury, the Secretary of Commerce, the Director of the Office of Management and Budget, the Chairman of the Council of Economic Advisers, the U.S. Trade Representative, the Counsellor to the President for Domestic Policy, and the White House Chief of Staff.

- Other cabinet members and senior staff would be invited to meetings as appropriate.
- The cabinet-level Working Group on Economic Policy would establish subcabinet working groups as appropriate.

2. The Counsellor to the President for Domestic Policy would chair the Policy Coordinating Group that would have responsibility for general domestic policy issues which do not involve substantial economic consequences. It would include the Counsellor to the President for Domestic Policy, the Secretary of the Treasury, the Director of the Office of Management and Budget, the White House Chief of Staff, and the White House Deputy Chief of Staff.

- Other cabinet members and senior staff would be invited to meetings as appropriate.
- The Policy Coordinating Group would establish subcabinet working groups as appropriate.

3. Where there is a question about which group should handle an issue, the Secretary of the Treasury and the Counsellor to the President for Domestic Policy would jointly decide before the issue was assigned to one group or the other.

THE WHITE HOUSE

WASHINGTON

Counsellor to the President for Domestic Policy

The Counsellor to the President for Domestic Policy (Counsellor) will serve as the principal White House adviser to the President for domestic policy and as a member of the President's Cabinet. He will be responsible for the coordination of domestic policy among relevant agencies and for the White House's development of innovative domestic initiatives. He will direct the efforts of a new Policy Coordinating Group (PCG), which will be chaired by the President. He will also oversee the work of the Office of Policy Development (OPD).

The PCG will function as the central clearinghouse for the President's domestic policy. The Counsellor will have the responsibility for referring issues to the PCG and ensuring that domestic policy proposals and initiatives receive adequate coordination and development. The PCG will have an executive committee, which will include a core group of Cabinet officials (the Secretary of the Treasury, the Director of OMB, the Chief of Staff, the Counsellor, and the Deputy Chief of Staff). The executive committee will clear all PCG options papers before presentation to the President. The Counsellor will have the responsibility of designating, after consultation with the Chief of Staff, other Cabinet officials to attend meetings of the PCG when such officials' agencies have an interest in the particular subject matter under discussion. He may also form subcabinet task forces or working groups to develop particular issues or initiatives.

The Secretary of the Treasury will continue to be the Administration's principal spokesperson on economic policy. He will continue to develop economic policy and will continue to chair economic policy Cabinet-level working groups established by the President through the PCG process.

Like the Assistant to the President for National Security, the Counsellor will report to the President and coordinate through the Chief of Staff.

THE WHITE HOUSE
WASHINGTON

February 20, 1992

MEMORANDUM FOR THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF THE INTERIOR
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF LABOR
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF EDUCATION
THE SECRETARY OF VETERANS AFFAIRS
THE UNITED STATES TRADE REPRESENTATIVE
THE DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
THE WHITE HOUSE CHIEF OF STAFF
THE WHITE HOUSE DEPUTY CHIEF OF STAFF
THE COUNSELLOR TO THE PRESIDENT FOR DOMESTIC
POLICY
THE CHAIRMAN, COUNCIL OF ECONOMIC ADVISERS
THE ADMINISTRATOR, ENVIRONMENTAL PROTECTION
AGENCY
THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
SECURITY AFFAIRS
THE ASSISTANT TO THE PRESIDENT FOR ECONOMIC
AND DOMESTIC POLICY

SUBJECT: Policy Coordinating Group

To facilitate the coordination of domestic policy, I am establishing the Policy Coordinating Group.

Policy Coordinating Group Membership

1. The Policy Coordinating Group includes all cabinet officers and other officials listed above. I will chair the Group. The Counsellor to the President for Domestic Policy will serve as Chairman Pro Tempore.

2. Policy Coordinating Group meetings will include those cabinet officers and other officials with a legitimate interest in the issue under consideration.

3. The Counsellor to the President for Domestic Policy, in consultation with the PCG Executive Committee, will extend invitations to PCG meetings.

Policy Coordinating Group Executive Committee

The members of the PCG Executive Committee will include:

The President (Chairman)
The Vice President (ex officio)
Counsellor to the President for Domestic Policy
(Chairman Pro Tempore)
Secretary of the Treasury
Director of the Office of Management and Budget
White House Chief of Staff
White House Deputy Chief of Staff

The structure of the PCG will include the following elements:

1. The PCG Executive Committee will meet regularly to consider the full range of domestic policy issues. The Executive Committee will be supplemented by representatives of other departments and agencies when issues involving their interests are under consideration.

2. Working groups dealing with major subject areas will develop issues for consideration by the PCG.

- The chairmanship, membership and mandate of these working groups will be determined by the Counsellor to the President for Domestic Policy after consultation with the PCG Executive Committee.
- Normally, the relevant cabinet department or an element of the Executive Office of the President will have lead responsibility and chair the working group.
- These working groups will operate much like the Policy Coordinating Committees (PCCs) in the National Security Council structure.
- Depending on the issue or issue area, the working group might be chaired by a cabinet officer or by a subcabinet official.
- Working groups will address issues requiring immediate resolution and will undertake the development of policy options for new domestic policy initiatives.

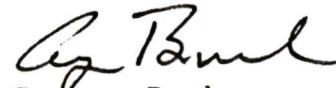
3. The Secretary of the Treasury will chair a Working Group on Economic Policy that will have responsibility for developing policy on economic issues.

- . The cabinet-level Working Group on Economic Policy will establish subcabinet working groups as appropriate.

4. Where there is a question about the handling of an issue which involves economic policy, the Secretary of the Treasury and the Counsellor to the President for Domestic Policy will consult regarding the appropriate assignment of the issue.

5. A Deputies Group, similar to the NSC Deputies Group, will supplement, as appropriate, the activities of the working groups.

- . It will resolve issues where possible, and refine options on issues meriting consideration by the PCG.


George Bush