

Originally Processed With FOIA(s):
1998-0004-F[2]

FOIA Number:
S

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Subject Files

OA/ID Number: 29200
Folder ID Number: 29200-001

Folder Title:
Chief of Staff Has Seen File (Sununu) [1989] [1]

Stack:	Row:	Section:	Shelf:	Position:
G	15	26	1	3

Withdrawal/Redaction Sheet

(George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Note	From POTUS to John Sununu Re: Don Regan (1 pp.)	11/19/88	P-5	
02a. Note	From POTUS to John Sununu Re: Billy Graham (1 pp.)	1/29/89	P-5	
02b. Memo	From Doug Wead to Dave Demarest Re: Billy Graham (1 pp.)	1/24/89	P-5	
03. Letter	From John Sununu to Carla Hills Re: National Governors' Association Winter Meeting (1 pp.)	2/3/89	P-5	
04. Note	From John Sununu to Marlin Fitzwater Re: Proposed interview (1 pp.)	2/16/89	P-5	
05. Note	From POTUS to Joe Hagin Re: Jean Kennedy Smith invitation (1 pp.)	2/14/89	P-5	
06. Memo	From Carla Hills to POTUS Re: Recommendations for trade negotiations w/Japanese (1 pp.)	1/25/89	(b)(1)	
07. List	Sununu introductory remarks for Cabinet breakfast (1 pp.)	n.d.	P-5	
08. List	Sununu introductory remarks for Cabinet breakfast [same as doc 07] (1 pp.)	n.d.	P-5	

Page 1 of 2

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WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

Pinksheet Number: KO0609
OA/ID Number: 29200-001
Date Closed: 12/6/2004
FOIA/Sys Case #: 1998-0004-F[2]
Re-review Case #: 2005-0426-S
P-2/P-5 Review Case #:

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Doc. No. / Type	Subject/Title	Date	Restriction	Classification
09. Memo	From Stuart Gerson to John Sununu Re: Status Report [Justice Department appointment] (1 pp.)	6/5/89	P-2, P-5	
10. Memo	From James Wray to John Sununu Re: Meeting w/Members of Congress [Open Upon Deed of Gift - March 16, 2015] (2 pp.)	6/20/89	PRM	

Page 2 of 2

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Group ~~A~~
Subject File

MEMORANDUM

OFFICE OF THE VICE PRESIDENT
WASHINGTON

THE CHIEF of STAFF
has seen

17 JAN 1989

January 13, 1989

MEMORANDUM TO THE VICE PRESIDENT AND MRS. BUSH

FROM: SUSAN PORTER ROSE

SUBJECT: Social Activities of the First 90 Days of the
Nixon, Ford, Carter, and Reagan Presidencies

Attached, per the request of the Vice President, are
listings of the social occasions given during the first
ninety days of the Nixon, Ford, Carter, and Reagan presidencies.

Thank you.

c: ~~L~~ Governor Sununu
Laurie Firestone

SOCIAL OCCASIONS AT THE
WHITE HOUSE

President Richard Nixon

1969

1/21/69 Reception for Campaign staff - 11:00 am
1/30/69 Dinner for Astronauts
1/31/69 Diplomatic Reception
2/06/69 Congressional Reception - 6:00 pm
2/11/69 Luncheon for Davis Cup Team
2/17/69 Luncheon for Ladies of the Press and Cabinet Wives
2/21/69 Reception and Dinner for State Department
3/11/69 Congressional Reception - 6:00 pm
3/12/69 Congressional Reception - 6:00 pm
3/13/69 Congressional Reception - 6:00 pm
3/14/69 Dinner for President's of Industry
3/20/69 Reception & Dinner for Chowder & Marching Club
and Business Council
3/24/69 STATE DINNER for Prime Minister Trudeau of Canada
3/25/69 Luncheon for National Association of Broadcasters
3/27/69 Dinner for Apollo Astronauts
3/31/69 Reception for Foreign Diplomats - 6:00 pm
4/08/69 Dinner for King Hussein of Jordan
4/13/69 Reception for Republican National Committee - 6:00 pm
4/17/69 Reception for League of Women Voters - 10:00 am
4/18/69 Reception for American Society of Newspaper Editors
5:30 pm

SOCIAL OCCASIONS AT THE
WHITE HOUSE

President Gerald Ford

1974

8/16/74 STATE DINNER for King Hussein of Jordan

8/19/74 Reception for Ford Vice Presidential Secret Service
Personnel

8/23/74 Reception for Ford Vice Presidential Staff

8/28/74 Dinner for Members of Cabinet & White House
Senior Staff

9/10/74 Arrival Ceremony for HE Yitzhak Rabin, Prime Minister
of Israel, and Mrs. Rabin

9/12/74 STATE DINNER for HE Yitzhak Rabin, Prime Minister
of Israel, and Mrs. Rabin

9/15/74 Reception for Republican National Committee and the
Republican National Finance Committee

9/17/74 Reception and Tour for General Federation of Women's
Clubs' Board of Directors (Mrs)

9/19/74 White House and Executive Office Building Staff Picnic

9/19/74 Reception for Board of Directors of the National
Federation of Republican Women (Mrs)

9/25/74 Arrival Ceremony for HE President of the Italian
Republic and Mrs. Leone

9/25/74 STATE DINNER for HE President of the Italian
Republic and Mrs. Leone

10/23/74 Dinner for General and Mrs. Haig

11/12/74 Arrival Ceremony for His Excellency Dr. Bruno Kreisky
Federal Chancellor of Austria

11/12/74 STATE DINNER for His Excellency Dr. Bruno Kreisky
Federal Chancellor of Austria

11/28/74 Thanksgiving Brunch for Members of the 30-30 Club

SOCIAL OCCASIONS AT THE
WHITE HOUSE

President Carter

1977

1/21/77	Inaugural Reception
1/22/77	Inaugural Reception
1/28/77	Reception for Volunteers
2/08/77	Informal Dinner for Members of the Supreme Court
2/14/77	STATE DINNER for President Lopez Portillo of Mexico
2/15/77	Tea with Members of the Press (Mrs)
2/21/77	STATE DINNER for Prime Minister Trudeau of Canada
2/25/77	Luncheon for United Nations Secretary Waldheim and Mrs. Waldheim
3/01/77	Dinner for Governor's and Wives
3/10 77	STATE DINNER for Prime Minister Callaghan of the United Kingdom
4/04/77	Tea for Madame Sadat (Mrs)
4/24/77	STATE DINNER for King Hussein of Jordan

SOCIAL OCCASIONS AT THE
WHITE HOUSE

President Ronald Reagan

1981

1/21/81 Reception for Campaign, Transition and
Inaugural Staffs - 5:00 pm

1/23/81 Breakfast for Congress

1/27/81 Reception for returned American Hostages - 3:00 pm

1/27/81 Diplomatic Reception - 9:00 am

1/28/81 Luncheon for Prime Minister & Mrs. Seaga of Jamaica

2/02/81 Luncheon for President & Mrs. Chun of Rep. of Korea

2/03/81 Luncheon for Senate wives (Mrs)

2/03/81 Luncheon for Mayors

2/06/81 Dinner/Dance for the President's 70th Birthday

2/10/81 Breakfast for Labor

2/10/81 Luncheon for Governors

2/12/81 Luncheon for Hispanics

2/24/81 Dinner for Governors

2/25/81 Reception for Congressional Core Group

2/26/81 DINNER for Prime Minister Margaret Thatcher
of Great Britain

3/03/81 Private Dinner for Senator & Mrs. Howard Baker

3/04/81 Breakfast for Republican Freshman Class

3/05/81 Breakfast for Conservative Democratic Forum (Congress)

3/09/81 Reception for Wives of New Members of 96th & 97th
Congresses (Mrs)

3/12/81 Breakfast for Republican Sophomore Class

3/12/81 Reception for Board of National Federation of
Republican Women (Mrs)

3/12/81 Reception for National Newspaper Association - 5:00 pm

3/16/81 Luncheon for Prominent Women

3/16/81 Luncheon for Mrs. Anwar Sadat (Mrs)

3/18/81 Breakfast for Senate Republican Freshman

3/20/81 Reception for Legislative Leaders - 4:30 pm

3/21/81 Reception - Prior to Festival at Ford's Theatre

3/23/81 Luncheon for Leadership Wives (Mrs)

3/26/81 Reception for Young Republicans - 5:00 pm

3/27/81 Luncheon for Baseball Hall of Fame

3/30/81 Reception for New Appointees - 8:30 am

3/31/81 Luncheon for Prime Minister Andreas van Agt
of the Netherlands (VP)

4/07/81 Reception for Major Donors prior to Senate-House Dinner
(VP & Mrs. Bush)

4/08/81 Reception for Republican Eagles (VP & Mrs. Bush)

4/22/81 Reception for American Society of Newspaper Editors
5:30 pm

4/23/81 Reception for White House Fellows - 5:30 pm

SOCIAL OCCASIONS OF THE
WHITE HOUSE

President Ronald Reagan

1985

1/20/85 PRIVATE SWEARING-IN CEREMONY FOR THE PRESIDENT AND
THE VICE PRESIDENT

1/20/85 Reception - Following the Swearing-in Ceremony

1/20/85 Reception for Inaugural Entertainers - 3:30 pm

1/21/85 Inaugural Coffee for Congressional Escort Committee

1/22/85 Reception for 1985 Inaugural Committee Staff - 4:30 pm

1/29/85 Dinner for New Members of Congress - 7:00 pm

2/01/85 Coffee for Mrs. Tancredo de Almeida Neves, wife of
the President-Elect of Brazil (Mrs)

2/01/85 Luncheon for Futurists

2/07/85 Coffee for Mrs. Robert Hawke, wife of the Prime
Minister of Australia (Mrs)

2/07/85 Luncheon for The Honorable Robert J. L. Hawke,
A.C., M. P., Prime Minister of Australia

2/08/85 Luncheon for 75th Anniversary of the Boy Scouts
of America

2/11/85 STATE DINNER for HE Fahd ibn Abd al-Aziz Al Saud,
King of Saudi Arabia

2/12/85 Breakfast for HE Fahd ibn al-Aziz Al Saud,
King of Saudi Arabia

2/12/85 Luncheon - In Recognition of Outstanding
Scientists, Mathematicians & Engineers

2/19/85 Ceremony for 1985 National Medals of Technology
12:30 pm

2/19/85 Reception for 28th Marine Regiment & Spouses - 4:00 pm

2/20/85 Luncheon for The Right Honorable The Prime Minister
the United Kingdom of Great Britain and
Northern Ireland

2/24/85 Dinner for Governors of the States & Territories

2/25/85 Luncheon for Spouses of the Governors of the States
and Territories (Mrs)

2/27/85 Breakfast for Senate Republican Class of 1980

3/04/85 Coffee for Mrs. Bettino Craxi, Wife of the Prime
Minister of Italy (Mrs)

3/04/85 Reception for Invited Members of Congress - 6:00 pm

3/05/85 Breakfast for Invited Members of Congress

3/05/85 Luncheon for The Honorable Bettino Craxi, President
of the Council of Ministers of the
Italian Republic

3/05/85 Reception for Invited Members of Congress - 6:00 pm

3/06/85 Breakfast for Invited Members of Congress

3/06/85 Reception for Invited Members of Congress - 6:00 pm

3/07/85 Breakfast for Invited Members of Congress

3/07/85 Reception for Invited Members of Congress - 6:00 pm

3/08/85 Breakfast for Congressional Delegation to Geneva

3/11/85 Coffee for Mrs. Hosnei Mubarak, wife of the President
of the Arab Republic of Egypt (Mrs)

3/11/85 Briefing/Luncheon for Regional Newspaper Editors and
Broadcasters - SDR

3/11/85 Private Dinner for Her Majesty Sirikit
Queen of Thailand

3/12/85 Luncheon for HE Mohamed Hosni Mubarak, President of
the Arab Republic of Egypt

3/13/85 Reception for Invited Members of Congress - 6:00 pm

3/14/85 Reception for Invited Members of Congress - 6:00 pm

3/19/85 STATE DINNER for HE President of the Argentine
Republic & Mrs. Alfonsin

3/22/85 Luncheon for Invited Members of the Senate

2/25/85 Luncheon for Spouses of the Governors of the States
and Territories (Mrs)

2/27/85 Breakfast for Senate Republican Class of 1980

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01. Note	From POTUS to John Sununu Re: Don Regan (1 pp.)	11/19/88	P-5	

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Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 12/12/07

Date Closed:	12/6/2004	OA/ID Number:	29200-001
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AR Case #:		MR Case #:	
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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]
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 P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
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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]
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 (b)(9) Release would disclose geological or geophysical information

OFFICE OF THE VICE PRESIDENT

WASHINGTON, DC

(self-typed)

To: John Sununu

I have maintained a good relationship with
Don Regan. It would not hurt to give him a quiet
call/visit some time here in D.C.

He says he'd like ot help in any way.

gb 11-19-88

THE CHIEF of STAFF
has seen



11-19-88

Dear Don -

Thanks for that Nov. 9
note. Needless to say - I
welcome any suggestions you'd
care to send my way -
I know the deficit

THE VICE PRESIDENT
WASHINGTON, D. C. 20501

The Honorable Donald T. Regan
11 Canal Center Plaza
Alexandria, Virginia 22314

problems must be solved

I know Eugene and
others would welcome
your advice too.

All Best from a
tired, & putting, happy tho.

Gy

DONALD T. REGAN
11 CANAL CENTER PLAZA
ALEXANDRIA, VIRGINIA 22314
703 836-6006

November 9, 1988

Dear Mr. President-elect:

Congratulations on your well-deserved victory. You have my warmest and most sincere wishes for eight years of a successful Administration. If there is anything I can do to be of service to you just ask.

With kindest personal regards, I remain,

Sincerely,

A handwritten signature in cursive script, appearing to read "Don", written in dark ink.

The Honorable George Bush
President-elect of the
United States of America
The White House
Washington, D.C. 20500

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THE WHITE HOUSE
WASHINGTON

THE CHIEF of STAFF
has seen

DATE: 1 29 89

FROM THE PRESIDENT

TO: John Sununu

Billy Graham told me today, having passed this message to ~~SUSIE~~ last week, that Doug Weed told Billy: "The President asked me to ask you to introduce him at the Relig. Broadcasters.

Bill, close friend that he is, felt funny that the invtie had come in like this- in fact Weed had never mentioned htis to me.

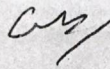
I told Billy: a. I will see thta people dont invoke my name... b. I would love to have yoyu introduce me at that meeting.

He will introduce me and he is sending over to Patty some material that he htink might be helpful.

Hwe used ot write alot of RR's prayer breakfast speeches and offered to help me on this as well.....

Mayube a gentle word to well intentioned Doug Weed would be in order.....

Alls well, though!!!



PHOTOCOPY
GB HANDWRITING

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January 24, 1989

MEMORANDUM

TO: DAVE DEMAREST

FROM: DOUG WEAD

RE: BILLY GRAHAM

Dr. Graham has indicated a desire for an introduction to our new Ambassador to the United Kingdom.

Also, he wondered about who might be succeeding Ambassador Joe Rogers a la Place de Concorde. He spoke highly of Mr. Rogers.

THE PRESIDENT WILL WANT TO KNOW

Dave, the President will probably want to know about Billy's inquiry. The Bush family holds Dr. Graham in high regard and the President has in times past introduced the evangelist to various world leaders and paved the way for him on international trips.

RECOMMENDATION

Alert Patty Presock.

SCHEDULE FOR
GOVERNOR JOHN H. SUNUNU

1/6
11:00AM

Friday, January 6

7:15 AM	DEPART Marriott for White House
7:30 - 8:15 AM	Meeting with VP OEOB
8:30 - 9:30 AM	Bob Teeter & Peggy Noonan join meeting
9:30 - 10:30 AM	Meeting with Sec'y. Brady, Darman, Teeter, Boskin Topic: Capital Gains Secretary Brady's Office - Use Sec'y. entrance
10:40 AM	DEPART White House for Transition Office
11:00 - 11:30 AM	Meeting with Roger Porter Bob Teeter's Office - Room 1011
11:30 - 11:50 AM	Cooper Evans 521-5080
12:00 - 12:30 PM	Meeting with Gene McAllister Bob Teeter's Office - Room 1011
12:30 - 1:00 PM	Meeting with John Sculley & Jim Johnson Apple Computer
1:00 - 1:30 PM	Meeting with Jim Ciconni
1:30 - 1:45 PM	CALL - Chase & Boyden re: Resignations x2580; x2557
1:45 - 2:00 PM	Meeting with <u>Ken Yale</u> Re: Economic Policy Council
2:25 PM	DEPART for White House
2:45 - 2:30 PM	Meeting with VP, Scowcroft, Lopez Welcome Tony as head of Military Office West Wing
3:00 - 5:00 PM	Briefing with VP, Gen. Powell & Scowcroft OEOB Room 208
5:00 - 5:30 PM	Meeting with Tony Dolan OEOB Room 197

*ELIOT. Adams -
OTHER OPS -
LOWE
"JH Form" mem. DOD.*

*Renew Memos.
"All in effect til
recovered"*

Bates

Friday, January 6, (cont.)

5:30 - Meeting with Ede Holiday
6:00 PM OEOB Room 197
566-8191

6:15 - Staff/Phone Time
8:10 PM

8:15 PM DEPART for National

9:00 PM DEPART Washington
Eastern #694

10:22 PM ARRIVE Boston

RON Salem

545 WITH TEEBON -
DAMIN
PINK
DEM.
GRADY.

Saturday, January 7

RON Salem

Sunday, January 8

7:30 PM DEPART Boston
Eastern #623

9:03 PM Arrive National

RON JW Marriott

Monday, January 9

(Jackie Kennedy in town)

7:30 - Meeting with VP
8:15 AM OEOB

8:20 - Staff Time
9:15 AM

9:15 - Meeting with Sec'y. Bennett
9:45 AM 682-4145 (Noreen Burns)

9:50 - Staff Time
10:30 AM

10:30 - Meeting with Dinesh D'Souza - AEI
10:50 AM per Josh Gilder

1:30 - Meeting with VP & Dr. James Fletcher - NASA
1:50 PM West Wing

Monday, January 9 (cont.)

2:15 - Budget Advisory Committee Meeting
2:45 PM VP, Brady, Darman, Teeter, Boskin
OEOB

2:50 PM DEPART White House for JW Marriott

3:00 - Sununu to speak to Personnel Advisory Committee
3:15 PM J W Marriott
673-2727 (Dan Schnur)

3:15 - VP to speak to Personnel Advisory Committee
3:45 PM

3:50 PM DEPART for Transition Office

4:15 - Staff/Phone Time
4:30 PM

4:30 - Paul Coverdell - National Conference of State
5:00 PM Legislators Task Force for the Transition
624-8684 (Deb)

tbd Mike Galvin
673-2729 (Pat)

tbd Mtg. with Dick Thornburg

RON JW Marriott

Tuesday, January 10

7:30 - Meeting with the VP
8:15 AM

8:20 - Staff Time
8:45 AM

8:50 AM DEPART for Secretary Brady's Office

9:00 AM - Budget meeting with Brady, Darman, Teeter & Boskin
10:00 AM Topic: Health

10:00 - Briefing Task Force on Border Control
10:30 AM Don Gregg, Lt. Col. Menarchik, Adm. Burkhalter
John Guido*, Marsh Niner*, Arthur Houghton*
395-4213 (Phyllis)

10:40 AM DEPART White House for Transition Office

Tuesday, January 10 (cont.)

11:00 (T) - Meeting with VP & Health Challenges Leaders
11:30 AM TBD

11:30 - Staff Time
1:10 AM OEOB

1:30 - Meeting with VP, Hills, Mosbacher
2:00 PM OEOB

2:15 - Staff Time
3:00 - White House Staff Meeting
4:30 PM Indian Treaty Room

tbd Meeting with Sam Skinner
673-2880 (Galen)
OEOB Room 197

tbd Meeting with Amb. Joe Rodgers
(Tues.or Wed). 647-2633 (Joe Ruth)

Wednesday, January 11

7:30 - Meeting with the VP
8:15 AM OEOB

8:50 AM DEPART for Secretary Brady's Office

9:00 - Budget Meeting - Darman, Teeter, Boskin
10:00 AM Topic: Drugs, Education, Childcare

6:00 - White House Tour - John Tuck
8:00 PM Bonnie Newman will be with you

Thursday, January 12

7:30 - Meeting with the VP
8:15 AM OEOB

8:50 AM DEPART for Secretary Brady's Office

9:00 - Budget Meeting - Darman, Teeter, Boskin
10:00 AM Topic: Enterprise Zones, Homeless, & other Bush initiatives

Thursday, January 12 (cont.)

3:00 PM or Cabinet Affairs - Cabinet Sec'y. & Designee
4:00 PM Blair House
 VP & Mrs. Bush invite all for
6:00 PM Cocktails - Mrs. Sununu invited
7:00 PM Dinner

To be scheduled

Dave Valdez

Joseph Kingsbury-Smith
US Senate Youth Program
298-6920

Jerry Udwin - Westinghouse (per JHS)
re: Volunteer program
429-0196 - (Betty) 15 min.
(beginning of week if possible)

Richard Cramer - Writing Book has been interviewing JHS
546-7782

Cong. Livingston

Grover Reese - 01-723-5935

Steve Rhodes by 1/20
213-486-8920

THE WHITE HOUSE

WASHINGTON

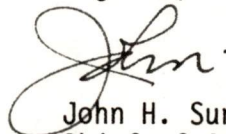
February 17, 1989

Dear Carla,

In response to your handwritten note of
2/14/89 responding to mine of February 3 --
thanks!!!



Regards,



John H. Sununu
Chief of Staff

*Governors will be great
allies in your
efforts!!*

Honorable Carla Hills
U.S. Trade Representative
Winder Building, Room 209
Washington, D.C.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
03. Letter	From John Sununu to Carla Hills Re: National Governors' Association Winter Meeting (1 pp.)	2/3/89	P5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Group A Subject Files
WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 5/12/05

Date Closed:	12/6/2004	OA/ID Number:	29200-001
FOIA/SYS Case #:	1998-0004-F[2]	Appeal Case #:	
Re-review Case #:	2005-0426-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]
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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]
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THE WHITE HOUSE

WASHINGTON

February 3, 1989

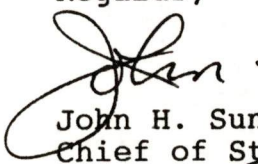
Dear Carla,

I understand that you have been invited to participate in the Winter Meeting of the National Governors' Association on February 26 and 27 here in Washington. I would like to encourage you to do this.

As you are probably aware, the President will be in Japan, China and Korea during this time, and he will miss the entire Winter Meeting. Obviously, there is a great deal of interest among the Governors in our new Administration. Please make a special effort to accommodate the Governors and to demonstrate our appreciation for their role in the process.

Thank you for giving the NGA meeting your priority, and let us know if you have any ideas on how we can make this meeting more meaningful for the Governors.

Regards,


John H. Sununu
Chief of Staff

2-14-89

The Honorable Carla Hills
United States Trade Representative
600 Seventeenth Street, N.W.
Washington, D.C. 20506

John:

"Never on Sunday" has been a 30 year rule for me, but I am breaking it at your request. In partial payment for Canada. Work back is that the Canadian trip was a home-run for us. Now, what do I have to do to attend the Summit?

Cheers, Carla

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
04. Note	From John Sununu to Marlin Fitzwater Re: Proposed interview (1 pp.)	2/16/89	P5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Group A Subject Files
WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

Open on Expiration of PRA
(Document Follows)

By JP (NLGB) on 5/12/05

Date Closed:	12/6/2004	OA/ID Number:	29200-001
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THE WHITE HOUSE
WASHINGTON

Date: February 16, 1989

FOR: Marlin Fitzwater
FROM: GOVERNOR JOHN H. SUNUNU

- ☐ Action
- ☐ Your Comment
- ☒ Let's Talk
- ☐ FYI

I'm not sure this is a good idea.
Please discuss. I do want to set
up an interview with the President
for Don Feder.

CC. Marlin -

JHS not sure this is a
good idea - JHS does want to
set up an interview w Bush &
Don Feder - Please discuss.

THE WHITE HOUSE

WASHINGTON

February 14, 1989

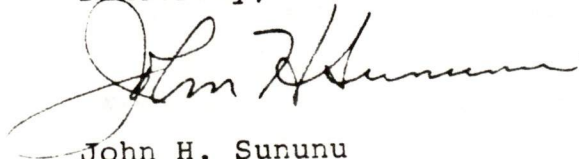
Dear John:

Thank you for your recent letter concerning an interview for Larry Tye with President Bush.

I'm passing your request to Marlin Fitzwater, the President's Press Secretary, for consideration. Best of luck.

Warm regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "John H. Sununu", written in a cursive style.

John H. Sununu
Chief of Staff

Mr. John S. Driscoll
Editor
The Boston Globe
Boston, MA 02107

The Boston Globe

Boston, Massachusetts 02107

John S. Driscoll
Editor

(617) 929-3026

January 20, 1989

President George Bush
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. President:

The Boston Globe is preparing a series that will explore a range of global environmental issues, from depletion of the earth's ozone layer to water pollution and energy shortages. We also are exploring, with experts from around the world, possible solutions.

We have followed with great interest your statements on these problems and your proposals for addressing them, during and since the presidential campaign.

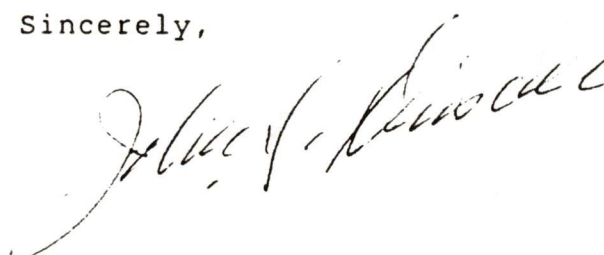
Larry Tye, our environmental writer, would very much like to interview you at a time and place of your choosing. We also are seeking an interview with Soviet President Mikhail Gorbachev as part of this project.

Tye has worked on environmental and energy issues, at the Globe and elsewhere, for more than ten years. He has recently written extensively in air, water, waste and energy problems and how these are being addressed at local, state, regional, national and international levels.

We hope to have our series completed by late winter. I look forward to hearing from you.

Sincerely,

JSD:km



#1542
The Boston Globe
Boston, Massachusetts 02107

January 20, 1989

Mr. John Sununu
Chief of Staff
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. Sununu:

The Boston Globe is preparing a series that will explore a range of global environmental issues, from depletion of the earth's ozone layer to water pollution and energy shortages. We also are exploring, with experts from around the world, possible solutions.

Larry Tye, our environmental writer, is seeking an interview with President George Bush as part of the project. A copy of his letter is enclosed. We would appreciate any help you could give us in expediting our request.

Sincerely,



JSD:km

THE WHITE HOUSE
WASHINGTON

Date: February 17, 1989

FOR: Joe Hagin

FROM: GOVERNOR JOHN H. SUNUNU

- ☒ Action
- ☐ Your Comment
- ☐ Let's Talk
- ☐ FYI

Good idea; good date.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
05. Note	From POTUS to Joe Hagin Re: Jean Kennedy Smith invitation (1 pp.)	2/14/89	P-5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Group A Subject Files
WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

**Open on Expiration of PRA
(Document Follows)**
 By JP (NLGB) on 12/12/07

Date Closed: 12/6/2004	OA/ID Number: 29200-001
FOIA/SYS Case #: 1998-0004-F[2]	Appeal Case #:
Re-review Case #: 2005-0426-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

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THE WHITE HOUSE
WASHINGTON

bcc:
✓ John Sununu
Fred McClure
Joe Hagin (for further
action)

DATE: Feb. 14, '89

FROM THE PRESIDENT

TO: Joe Hagin cc: J.S.

Re: Jean Kennedy Smith Invitation.

I would like to do something. I really do not want to interrupt a June Weekend to do the Kennedy Center event on that Saturday.

Please look at the option of doing an event here at the White House... She suggests Thursday... Maybe we could do it then or even Friday.

good idea

If there is some reason to stay here for that weekend then I would go to the Kennedy Center event, but otherwise let's keep the weekend free (Maine?, C.David?)

In my note (attached) I tell her you're the "man". All Yours!

GP

THE OFFICE OF RECORDS MANAGEMENT HAS RETAINED THE ORIGINAL DOCUMENT.

EDWARD M. KENNEDY
MASSACHUSETTS

THE PRESIDENT HAS SEEN

United States Senate

WASHINGTON, DC 20510

February 7, 1989

The Honorable John Sununu
Chief of Staff
The White House
Washington, D.C. 20500

Dear John:

Last week at the White House reception, I had the welcome opportunity to speak briefly with the President about our family's interest in the disabled, including my sister Jean Smith's work with the "Very Special Arts," which provides opportunities for the disabled to participate in the arts.

On June 14-18, 1989, Very Special Arts is sponsoring an arts festival in Washington that will draw more than a thousand participants from all fifty states and fifty foreign countries.

Jean has written personally to President Bush to invite him to attend the Closing Ceremony Gala which will be held at the Kennedy Center on June 17. Jean has also expressed her hope that the President and Mrs. Bush might host an activity at the White House for the children during the festival. An event at the White House has been a highlight of previous Very Special Arts International Festivals.

I wanted to follow up with you on Jean's letter to the President. I know it would mean a great deal to all those attending the Festival if President and Mrs. Bush were to participate in this way, and I hope that his schedule will permit him to do so.

I appreciate your interest and courtesy, and I look forward to hearing from you. Please let me know if I can provide any other information which would be helpful.

Sincerely,



Edward M. Kennedy



THE PRESIDENT

2-14-89

Dear Ted,

I wrote Jean the
attached. I want to
do something to help her
wonderful project. Sincerely,

AJ



THE PRESIDENT

Feb. 14, 1989

Dear Jean,

No "patience" was required to read that interesting letter you sent me about "Very Special Arts". We do want to participate in some way. I am asking Joe Hagin here at the White House to work out

with you what we might be able to do.

My warm best wishes
to you. Sincerely,

Ag. T. L.

Institute for Foreign Policy Analysis, Inc.

In association with The Fletcher School of Law and Diplomacy, Tufts University

Robert L. Pfaltzgraff, Jr.
President

Jacquelyn K. Davis
Executive Vice President

Gov. spoke
by phone
1/31/89

file



Central Plaza Bldg., Tenth Floor
675 Massachusetts Avenue
Cambridge, Massachusetts 02139
Telephone (617) 492-2116
TELEX/TWX: 710-328-1128
FAX (617) 492-8242

January 27, 1989

The Honorable John Sununu
Chief of Staff
The White House
Washington, DC 20500

Attn: Ms. Linda Casey

Dear Governor Sununu:

Thank you very much for returning my call to your office today. Although we did not have a chance to speak, I have taken the liberty of enclosing a copy of an invitation we have extended to President Bush to address a major international conference on NATO entitled *The Western Alliance in A Changing World: Maintaining Public Support*. This conference, which is co-sponsored by the Institute for Foreign Policy Analysis and The Netherlands Atlantic Commission, will be held in the historic *Ridderzaal (Knights Hall)* of the Dutch Parliament in The Hague on April 7-8, 1989, and -- coinciding as it does with the fortieth anniversary celebrations of the Alliance -- would offer the President an unprecedented opportunity to reaffirm, in a unique West European setting, the continued relevance of NATO to Western security. At your earliest convenience on Monday, I would appreciate a chance to speak with you briefly about this program and the possibility of the President's attendance.

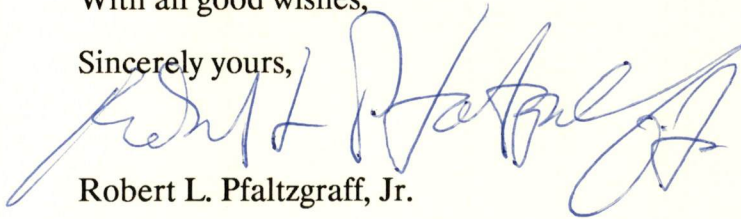
As you can see from the enclosed letter to President Bush, this conference -- which is supported at the highest level of the Netherlands government -- will feature presentations by Prime Minister Lubbers, Foreign Minister van den Broek, and Defense Minister Bolkestein, and will have the active participation of key party leaders, Parliamentarians and government officials of the Netherlands and from other NATO-European countries. Her Majesty, Queen Beatrix of the Netherlands, will attend as Honorary Guest. Moreover, should the President be able to address this gathering, it would represent the first visit ever by a President of the United States, while in office, during the more than 200 years of formal U.S.-Dutch relations. Such a visit would furnish a welcome signal of support to The Netherlands, which has played a central role in building an Alliance consensus in support of NATO modernization, and in organizing the recent naval escort operation by NATO-European members in the Persian Gulf.

- The Honorable John Sununu
January 27, 1989
Page 2

I look forward to speaking with you on Monday.

With all good wishes,

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Robert L. Pfaltzgraff, Jr.", with a stylized, cursive script.

Robert L. Pfaltzgraff, Jr.

RLP:mbd
Enclosures

P.S. As a member of the faculty of The Fletcher School of Law and Diplomacy at Tufts University, it was a pleasure to have your daughter Elizabeth as a student from 1983-1985. In fact, it was my former student Frank Bray, who now works as Administrative Assistant with Senator Gordon Humphrey, who first brought your daughter to my attention.

Institute for Foreign Policy Analysis, Inc.

In cooperation with the Center for Strategic and International Studies, Johns Hopkins University



Robert L. Pfaltzgraff, Jr.
President

Jacquelyn K. Davis
Executive Vice President

Charles M. Perry
Director of Studies

Central Plaza Bldg., Tenth Floor
675 Massachusetts Avenue
Cambridge, Massachusetts 02139
Telephone (671) 492-2116
TELEX/TWX: 710-328-1128
FAX (617) 492-8242

January 25, 1989

The Honorable George Bush
The White House
Washington, DC 20500

Attn: Mr. Joseph Hagin
Deputy Assistant to the President
for Appointments and Scheduling

Dear President Bush:

In the first week of April, the Atlantic Alliance will mark its fortieth anniversary. This occasion furnishes an unparalleled opportunity for the Administration to make a strong statement on the future of NATO as an institution which has been indispensable to maintaining peace and stability. To mark this important milestone in the history of the Alliance, the Institute for Foreign Policy Analysis, together with the Netherlands Atlantic Commission, will convene a major international conference entitled *The Atlantic Alliance in a Changing World: Maintaining Public Support*. This meeting will be held in the historic *Ridderzaal* (Knight's Hall) of the Dutch Parliament in The Hague on April 7-8, 1989, and would offer you, as the leader of the Free World, an unprecedented opportunity to reaffirm, in a West European setting, the continued relevance of NATO to Western security.

This conference, which is supported at the highest level of the Netherlands government, will feature presentations by Prime Minister Lubbers, Foreign Minister van den Broek, and Defense Minister Bolkestein, and will have the active participation of key party leaders, Parliamentarians and government officials the Netherlands and from other NATO-European countries. Her Majesty, Queen Beatrix of the Netherlands, will attend as Honorary Guest. It is anticipated that the conference will receive substantial media attention and coverage on both sides of the Atlantic. I have been advised that there is strong interest in the Netherlands Government in inviting you formally to be in The Netherlands on the occasion of our conference.

Should you be able to address the Fifth International Roundtable Conference, it would represent the first visit ever by a President of the United States, while in office, during

The Honorable George Bush
January 25, 1989
Page 2

the more than 200 years of formal U.S.-Dutch relations. Your visit at this time would furnish a welcome signal of support to The Netherlands, which has played a central role in building an Alliance consensus in support of NATO modernization. Moreover, The Netherlands, together with several other NATO-European countries, participated in the recent naval escort operation in the Persian Gulf.

The other organizers and I hope very much that you will be able to join us in The Hague on April 7 or 8. We stand ready, of course, to do whatever we can to accommodate your schedule. I have already spoken with General Scowcroft, whom I have known for many years. He can provide additional information about the Fifth International Roundtable Conference and the Institute for Foreign Policy Analysis.

Sincerely yours,



Robert L. Pfaltzgraff, Jr.

RLP:mbd
Enclosures

file

THE WHITE HOUSE
WASHINGTON

January 31, 1989

MEMORANDUM FOR GENERAL SCOWCROFT

FROM: John H. Sununu

For inclusion in appropriate briefing
materials. The President has not seen.

WEIL, GOTSHAL & MANGES
M E M O R A N D U M

January 25, 1989

TO: JOHN SUNUNU
FROM: Carla A. Hills *CAH*

The President, at our meeting in his office on January 16, asked me for a recommendation of "one thing" that he might seek from the Japanese Prime Minister when they meet in early February.

I have drafted a response, which is attached. But, I am mindful of the prerogatives of my Cabinet colleagues. Perhaps you would decide, in light of the informality of the request, whether and how this should be coordinated inter-agency.

Attachment

WEIL, GOTSHAL & MANGES
M E M O R A N D U M

January 25, 1989

TO: THE PRESIDENT
FROM: Carla A. Hills

At our January 16 meeting, you asked for my personal view on the "one thing" we could ask of the Japanese in light of the upcoming visit of Japanese Prime Minister Takeshita. In a word, it's "results."

The Prime Minister will probably ask you to lift the U.S. semiconductor sanctions imposed in 1987. You should refuse, noting that we will do so only when Japan lives up to the 1986 Semiconductor Agreement, the breach of which gave rise to the sanctions. As "peace comes through strength," immediately after President Reagan's imposition of sanctions, U.S. chipmakers' share of the Japanese market grew from 8% to 10.7%. Since then, there has been no increase--and we are far short of the Agreement's 20% goal.

You could use the Prime Minister's request to make a larger point: dramatic reductions in the bilateral trade deficit will occur only if we move away from sector-specific disputes, and attack the system-wide barriers in Japan that are the principal source of the bilateral trade deficit.

We could shift the burden to the Japanese, telling the Prime Minister that Japan should develop a program of broad, results-oriented action designed to reduce significantly our bilateral deficit. Such a program might involve changes in Japan's restrictive distribution system, agricultural policies, and savings rate, among other things. But, they need to take some action now to shrink our bilateral trade deficit.

Tuesday, June 20 - 7:15am

THE WHITE HOUSE
WASHINGTON

THE CHIEF of STAFF
has seen

June 19, 1989

MEMORANDUM FOR GOVERNOR SUNUNU

FROM; DAVID Q. BATES 
SUBJECT: CABINET BREAKFAST, TUESDAY, JUNE 20, 1989,
7:15 A.M., ROOSEVELT ROOM

Listed below is the agenda for your Cabinet Breakfast in the Roosevelt Room from 7:15 - 8:00 a.m. on Tuesday morning, June 21, 1989. Talking points for each item are attached.

Introductory Remarks	Tab A
Emergency Planning Operations	Tab B (Bonnie Newman)
Personnel	Tab C (Chase Untermeyer)

The Vice President is scheduled to drop-by the breakfast at approximately 7:30 a.m. to brief the Cabinet on his trip to Central America.

5 MONTHS -

CPE -

CLEAN AIR -

MIN. W. VETO

HOUSING - DRUGS

ENV. ISSUES -

EC. SUMMIT -

OOOIL

CHILD CARE

CRIME PACKAGE

START

GRANT
ANNOUNCEMENTS IN CONG DIST.

MEETINGS → DEMS
vs. (R)

POLL DATA

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
07. List	Sununu introductory remarks for Cabinet breakfast (1 pp.)	n.d.	P 5	

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By JP (NLGB) on 5/12/05

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PRM. Removed as a personal record misfile.

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INTRODUCTORY REMARKS

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- o I applaud our teamwork on the Clean Air proposal, which I believe will be one of the most significant accomplishments of the Bush Administration.
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THE WHITE HOUSE
WASHINGTON

June 19, 1989

MEMORANDUM FOR GOVERNOR SUNUNU

FROM; DAVID Q. BATES 
SUBJECT: CABINET BREAKFAST, TUESDAY, JUNE 20, 1989,
7:15 A.M., ROOSEVELT ROOM

Listed below is the agenda for your Cabinet Breakfast in the Roosevelt Room from 7:15 - 8:00 a.m. on Tuesday morning, June 21, 1989. Talking points for each item are attached.

Introductory Remarks	Tab A
Emergency Planning Operations	Tab B (Bonnie Newman)
Personnel	Tab C (Chase Untermeyer)

The Vice President is scheduled to drop-by the breakfast at approximately 7:30 a.m. to brief the Cabinet on his trip to Central America.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
08. List	Sununu introductory remarks for Cabinet breakfast [same as doc 07] (1 pp.)	n.d.	P-5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Group A Subject Files
WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 5/12/05

Date Closed:	12/6/2004	OA/ID Number:	29200-001
FOIA/SYS Case #:	1998-0004-F[2]	Appeal Case #:	
Re-review Case #:	2005-0426-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)]

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Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09. Memo	From Stuart Gerson to John Sununu Re: Status Report [Justice Department appointment] (1 pp.)	6/5/89	P2 , P5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Group A Subject Files
WHORM Cat.:
File Location: Chief of Staff Has Seen (Sununu) [1989] [1]

Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 12/12/07

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~~CONFIDENTIAL~~

THE CHIEF of STAFF
has seen

JUN 21 1989

TO: GOVERNOR JOHN H. SUNUNU

FROM: *sg* Stuart Gerson

DATE: June 5, 1989

RE: STATUS REPORT

This is to apprise you of what I understand to be the status of my potential appointment to be Assistant Attorney General for the Civil Division of the Justice Department.

Apparently I am the clear choice of the White House (and have received an encouraging note from the President about the matter). The Attorney General, however, has not made up his mind, and I understand that the matter has been linked to the nomination of Mr. Fiske to be Deputy Attorney General which is the subject of some controversy. It has been suggested that the Attorney General will speak about this issue with you or even the President.

In that regard, I would note the following:

1. There is no reason for the two nominations to be linked inasmuch as I am well-qualified for the position and am acceptable to the Justice Department on the (non-political) merits;

2. Any issue of my close identification with the President, while accurate, is ironic. I know and greatly admire the Attorney General and believe that my broad-based experience in the Justice Department and as the head of litigation for a large law firm provide resources that could materially assist the Attorney General, the Department and the Administration.

Anything that might be done to move this along would greatly be appreciated.

cc: Andrew H. Card, Jr.

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
PER E.O. 12958, SEC 3.3 (C)

THE WHITE HOUSE

WASHINGTON

THE CHIEF of STAFF
has seen

JUN 21 1989

June 20, 1989

MEMORANDUM FOR JOHN H. SUNUNU
CHIEF OF STAFF

THROUGH: ANDREW H. CARD, JR. *Andy*
DEPUTY TO THE CHIEF OF STAFF

FROM: JAMES R. WRAY *JRW*
DEPUTY ASSISTANT TO THE PRESIDENT AND
DIRECTOR, OFFICE OF POLITICAL AFFAIRS

SUBJECT: MEETING WITH MEMBERS OF CONGRESS

Governor:

At six o'clock in the Roosevelt Room Lee Atwater, Jim Wray, Gordon Wheeler, Andy Card, Mary Matalin, Doyce Boesch, Ed Rogers, Senator Don Nickles and the following Republican members of Congress, who are strong potential challengers for the U.S. Senate in 1990, have been invited to a short informal meeting with you:

Republican Challengers

Hank Brown, Colorado
Lynn Martin, Illinois
Claudine Schneider, Rhode Island
Bill Schutte, Michigan
Tom Tauke, Iowa
Robert Smith, New Hampshire

Democratic Incumbants

Armstrong's open seat
Paul Simon
Claiborne Pell
Carl Levin
Tom Harkin
Humphrey's open seat

- o Bob Smith of New Hampshire can not make the meeting.
- o Smith, Martin, Brown and Tauke are definitely announced as candidates for the U.S. Senate.
- o Schneider leaning towards an announcement about 90% sure, continuing to explore the possibilities.
- o Schutte has formed an exploratory committee.

- o Most of them will face some primary opposition, i.e. Martin of Illinois, Schutte of Michigan and Smith of New Hampshire. This meeting is not to gain endorsements by the White House or the RNC.
- o There are concerns that the Administration is not politically sensitive to Republican members of Congress in dealing with many routine matters.
 - Grant announcements
 - Personnel announcements
 - Notification on Presidential travel
 - In-state travel of key Administration officials
 - Vice Presidential travel
 - White House activities
 - Avoid highlighting vulnerable Democratic incumbants
- o The group would like to work with the White House to create positive, proactive programs that can be of benefit to the President and to our strong Senatorial challengers. For example, the group would have liked to have been an active part of the Crime package. To speak out strongly agianst crime and in support of the President's position.
- o The group is painfully aware that the GOP is in the minority and that both the President and the Administration must work with key Congressional Democrats. They also fully understand the President's gracious, hospitable style is not conducive to total partisanship. These facts do not mitigate the trememdous impact that Presidential activities have upon Democratic Senators back in their home states.
- o As this group begins to form their campaign plans, they want to include the White House, and be included at the White House to utilize the most effective weapon the Administration and the White House have, President Bush. Leveraging 5 or 6 Senatorial victories in 1990.
- o This should be a low key friendly meeting.

THE WHITE HOUSE

WASHINGTON

June 16, 1989

THE CHIEF of STAFF

has seen JUN 21 1989

MEMORANDUM FOR GOVERNOR SUNUNU

FROM: DAVID Q. BATES

SUBJECT: Weekly Activities Report for the DPC and the EPC

The following is a list of the major activities of the Domestic Policy Council and the Economic Policy Council for the week of June 12-16.

DOMESTIC POLICY COUNCIL:

Adoption: The Children and Family Policy Working Group met on Friday to continue discussion of adoption issues. The Working Group is beginning to draft an options paper on adoption initiatives that should be ready for full DPC consideration early in July.

Budget Reform: OMB has met with Republican Senators regarding enhanced rescission authority. It may be appropriate to hold a meeting next week with the principals for an update on the Senate negotiations and to discuss next steps.

Clean Air: The President announced his clean air legislative proposal on Monday.

Disabilities: White House and agency staff have been meeting with outside interest groups. Key White House and agency officials met on Friday for consideration of an options paper prepared by the Working Group on Americans with Disabilities.

Drug Control: A charter is being finalized to create a DPC Working Group on Anti-Drug Policy chaired by the Director of the Office of National Drug Control Policy. The Working Group will formulate and review the National Drug Control Strategy required for submission to Congress by September 5.

Education: Interested departments and agencies have named representatives to a Working Group on Education Policy which will be chaired by the Department of Education. The Working Group will hold its first meeting soon.

Low Income Opportunity Board: The Low Income Opportunity Board met on Friday to consider a draft options paper on welfare reform.

ECONOMIC POLICY COUNCIL:

Steel: The Economic Policy Council is scheduled to meet next Tuesday, June 20, at 2:00 p.m. to review the steel VRA issue. The current VRA program expires on September 30. The EPC will probably hold at least two meetings without the President on this issue.

HDTV: The HDTV Working Group is meeting to review the final draft options paper on what should be the appropriate role of government in the development of HDTV.



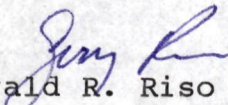
President's Council on Management Improvement

THE CHIEF of STAFF
has seen

JAN 31 1989

NOTE TO: John Sununu
Chief of Staff

Attached is a copy of the report to the Bush Administration from the President's Council on Management Improvement, which we previously sent to Mr. Craig Fuller. As you know, President Reagan established the Council to help make the Federal Government more efficient by addressing Governmentwide management issues. The members are mostly Assistant Secretaries responsible for the management of the Government's major Departments.


Gerald R. Riso
Associate Director for
Management, OMB and
Vice Chairman, PCMI

Attachment

**A REPORT TO
THE BUSH ADMINISTRATION**

**PROMOTING
EXCELLENCE
IN FEDERAL
MANAGEMENT**



PRESIDENT'S COUNCIL ON MANAGEMENT IMPROVEMENT

December 1988

TO THE NEW ADMINISTRATION

We are pleased to transmit to you the President's Council on Management Improvement's (PCMI) report "Promoting Excellence in the Federal Government." The report presents the key role of the PCMI in achieving significant improvements in the way the Federal Government operates.

Prior to the Reagan administration, mismanagement of the Federal Government had an impact on many aspects of our Nation's growth. Federal service delivery and internal operations were costly and inefficient and excessive regulation hindered the private sector and State and local Governments. For example, there was a lack of procedures and systems for effectively managing 120 agencies, commissions, and boards, with 5 million civilian and military employees. Thirty percent of the payments to firms doing business with the Government were made too late and forty-five percent were made too early. The Government, once a leader in computer applications, had fallen far behind the private sector in managing its information technology.

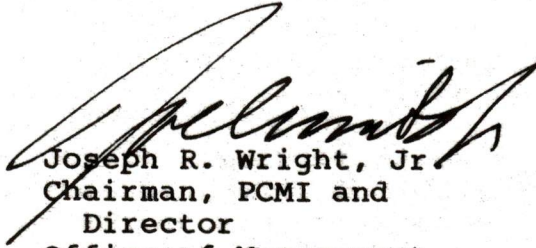
The President's Management Improvement Program, Reform '88, initiated a five-part plan to address the problems of a poorly managed Federal Government. Reform '88 has tackled tough management problems by: controlling program growth; curtailing fraud and mismanagement; improving individual agency operations; developing Governmentwide management systems; and improving the quality and efficiency of service delivery to the public.

Critical to the success of Governmentwide management improvement efforts is direct White House, OMB and Federal agency interest and support. The partnership of these key elements is vital to effective planning and implementation of innovative approaches to improved management of the Federal Government.

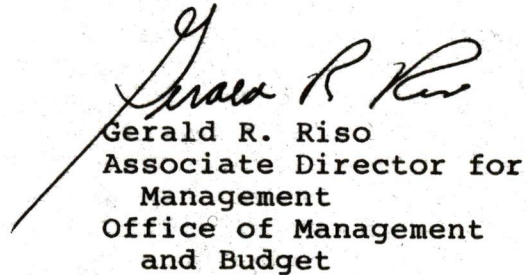
The PCMI has been invaluable to this administration in implementing the President's management improvement program. One of the greatest assets of the PCMI is its ability to cut across agency lines to communicate, cooperate, and deliver tangible management improvement results. An organization such as the PCMI will be invaluable in assuring that the improvements in management that result from Reform '88 will be sustained in the new administration.

In addition, other challenges will face the new administration which will require attention and action. These include such areas as: Federal salaries; opportunities for women and minorities; workforce recruitment, retention and training; quality and productivity improvements; and, expanded use of the private sector. In addressing these challenges, the incoming administration will have an opportunity to build on Reform '88 accomplishments and provide the quality of Federal services the taxpayers will expect as our Nation enters the 21st century.

The PCMI encourages the new administration to build upon the successes achieved through the Council's cooperative efforts.



Joseph R. Wright, Jr.
Chairman, PCMI and
Director
Office of Management
and Budget



Gerald R. Riso
Associate Director for
Management
Office of Management
and Budget

PRESIDENT'S COUNCIL ON MANAGEMENT IMPROVEMENT

Table Of Contents

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Background	2
Organization and Membership	4
Summary of Accomplishments	7
Recommendations for Future Interagency Management Councils ..	14

Attachments:

Attachment I.	Executive Order 12479
Attachment II.	Members of the President's Council on Management Improvement
Attachment III.	Committee Membership
Attachment IV.	PCMI Project Listing

INTRODUCTION

Management of the Federal Government has never been an easy task. The enormous size of the Federal workforce, the vast number of Federal programs, layer upon layer of regulation and bureaucracy all contribute to the unenviable task facing every President: management of the Federal Government. With over 5 million civilian and military personnel in its ranks, and thousands of programs and policies serving and affecting all citizens, effective and efficient management of the Federal Government is critical to the everyday lives of all Americans.

Better management of the Federal Government should be a top agenda item of any new administration. The basic question is how to mobilize the resources of the Government to pursue that agenda, and assure that as each agency pursues its own mission, the Governmentwide management agenda is not compromised or forgotten.

The President's Council on Management Improvement (PCMI) has played a key role in promoting and implementing management improvements in high priority areas of the Reagan administration such as:

- o Financial management;
- o Quality and productivity improvement;
- o Improved procurement management;
- o Improved management of Federal operations; and
- o Improved credit management.

The following report provides the new administration with a brief description of the recent history of Federal management improvement initiatives and a synopsis of the significant accomplishments achieved by the PCMI during the Reagan administration. The report also suggests the ideal role of the PCMI in meeting future management challenges, provides insight on the most immediate management issues facing the new administration, and proposes possible solutions to those formidable challenges.

BACKGROUND

Historically, management improvement efforts in the Federal Government have been the responsibility of individual Department's Assistant Secretaries for Management or, in other agencies, their equivalent. Dating back to the Eisenhower administration, Presidents have called upon the Assistant Secretaries for Management collectively to implement management improvement projects. Over the past two decades a variety of efforts have been undertaken to organize these senior-level managers to collectively focus upon Governmentwide management priorities, and assist one another with the practical problems of implementation in their own agencies.

Prior efforts at Governmentwide management improvement include President Nixon's 1973 "Management-by-Objectives" (MBO) initiative. This program was jointly sponsored by the White House and the Office of Management and Budget and was regarded as having the potential to bring about improvement in the overall management of the Federal Government. However, this plan was proposed too late in the Nixon administration to be fully tested.

President Ford instituted a management improvement program known as "Presidential Management Initiatives" (PMI). The PMI had essentially the same centralized management approach as did President Nixon's Management-by-Objective "MBO" program. But again, due to the short duration of the Ford administration, the PMI initiative was never fully tested as to its effectiveness.

The Carter administration had a three part approach to improve the overall management of the Federal Government: the President's Reorganization Program (PRP); zero-based budgeting (ZBB); and, the creation of the President's Management Improvement Council (PCMI). Each phase of President Carter's three part approach met with only limited success. The PCMI, implemented in 1979, met only a few times before the end of the administration and had only a limited opportunity to advise the President on broad management issues.

In 1982, President Reagan announced his administration's comprehensive Governmentwide management improvement strategy: Reform '88. The objective of this highly successful program was to apply common-sense private sector business practices to the overall management of Federal Government. President Reagan created and chaired the Cabinet Council on Management and Administration (CCMA). It increased the involvement of Federal departments and agencies, and the Executive Office of the President in Federal Government management improvement efforts. Members of the CCMA included the Director of OMB and the Secretaries of several major Federal departments and agencies.

The CCMA served as an advisory group to the President on management policies and provided general insight and guidance on the implementation of specific Reform '88 initiatives. The CCMA also monitored the President's Private Sector Survey on Cost Control (PPSSCC) or Grace Commission activities, and developed policies in areas such as Federal field structure, personnel management, and opportunities for women. Its successor organization, chaired by the President, was the Domestic Policy Council. This Council continued the development of management policies under the direction of the President.

To strengthen and reaffirm the leadership role of the Federal agencies in Reform '88 implementation, President Reagan established the President's Council on Management Improvement (PCMI) in 1984 by Executive Order. (A copy of this Executive Order is Attachment I.) President Reagan directed the PCMI to:

- o Develop and oversee the implementation of improved management and administrative systems of the Federal Government;
- o Formulate long-range plans to promote improvement in the management and administrative systems of the Federal Government;
- o Identify specific department and agency management reforms applicable to other agencies and assist in their implementation;
- o Work to resolve interagency management problems; and
- o Work with the Office of Management and Budget, the General Services Administration, and the Office of Personnel Management to ensure timely implementation and coordination of their policies.

ORGANIZATION AND MEMBERSHIP

Executive Order 12479 provides that the Deputy Director of OMB serve as the Chairman of the President's Council on Management Improvement. The Chairman is responsible for the designation of a Vice-Chairman chosen from eligible PCMI members. PCMI members currently include:

- o The Deputy Director and Associate Director for Management of OMB, who is also the Chief Financial Officer of the United States.
- o The Assistant Secretaries for Management, or their equivalent, from each major Department: Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Housing and Urban Development, Interior, Justice, Labor, State, Transportation, and Treasury.
- o The Associate or Assistant Administrators for Management or their equivalent, from major agencies: Environmental Protection Agency, Veterans Administration, Agency for International Development, National Aeronautics and Space Administration, Small Business Administration, General Services Administration, and Office of Personnel Management.
- o The Chairman of the Small Agency Council, representing the remaining small agencies in the Executive Branch.
- o Assistants to the President for Policy Development and Presidential Personnel.

A complete listing of PCMI members may be found in Attachment II to this report.

The PCMI has five standing committees:

- o Executive Committee. Meets monthly to review key issues and decisions and to establish the agenda for the full PCMI meetings. Members include the Vice-Chair of the PCMI and the Chairs and Vice-Chairs of each of the standing committees.
- o Organization and Structure Committee. Initiates and reviews projects on ways to improve overall Government operations and increase productivity.
- o Human Resources Committee. Initiates and reviews human resources management improvement projects and efforts.

- o Systems Committee. Focuses on innovation and improvement of procurement management, information technology, and financial management systems and procedures.
- o Communications Committee. Shares information on the President's management improvement agenda and PCMI projects with other Federal agencies and non-governmental entities.

The full PCMI membership and its standing committees meet monthly to discuss the status of major projects, identify new opportunities for management improvement, and develop and enhance strategies for Governmentwide implementation.

Organizational Relationships and Agenda

The following is a brief description of the organizational relationships which have been critical to the success of the President's Council on Management Improvement.

Relationship to the Executive Office of the President

The Chairman of the PCMI provides regularly scheduled briefings to the President and the Domestic Policy Council on PCMI agenda items and accomplishments. The Chairman also seeks guidance on those issues which require the President's personal attention or decision. In addition, the Chairman provides input on the status and direction of PCMI initiatives into the President's annual Management Report to the Congress.

Relationship with the Federal Executive Boards

Since 1961, Presidents have recognized the Federal Executive Boards (FEBs) as a valuable resource to improve interagency coordination of Federal activities and communication between Washington and Federal field offices. FEBs represent all the Federal agencies in each geographical region. Presently, there are FEBs in 26 major cities throughout the country. The PCMI utilizes the FEBs, administered by the Office of Personnel Management (OPM), as a vital link to over 90 percent of the Federal workforce and views them as a partner in accomplishing the Governmentwide management improvement goals. Initiatives formulated in Washington are not successfully implemented without organizations like the FEBs to enlist grassroots support in Federal offices throughout the nation.

PCMI Representation

Each PCMI member has a full or part-time senior staff person who provides day-to-day liaison with other PCMI members and their staffs. The PCMI staff serve as advisors to PCMI principals on projects and activities, and coordinate individual projects for their individual agency. Staff members meet monthly to discuss ongoing and future PCMI activities.

SUMMARY OF ACCOMPLISHMENTS

Since 1984, the PCMI has completed over 80 projects that have resulted in significant improvements in the overall management of the Federal Government. Initiatives such as: the Productivity Investment Fund Program, the Cooperative Administrative Support Unit Program, building quality in the Government through annual Governmentwide quality conferences, and a Federal Quality Institute are just a few examples of PCMI's successes. (A complete listing of PCMI projects is in Attachment III.)

The key to these accomplishments has been interagency cooperation. The PCMI has been successful in encouraging this interagency cooperation because:

- o The Council allows senior management officials of each of the Departments and agencies to plan Governmentwide improvement initiatives that respond to current demands and meet the challenges of the future.
- o The Council relies upon the collective experience, judgement, and resources of its members to accomplish Governmentwide improvements.
- o The Council provides an important channel for feedback to the central management agencies, the President, and lead agencies on the consensus of operating agencies on issues of Governmentwide concern.
- o The Council committee structure enables the PCMI to work through its committees and members to focus on projects using the strengths and expertise of its various members.
- o The Council provides full or part-time staff and resources from its member agencies, offsetting the need for permanent staff and funding.
- o The Council maintains a flexible agenda, enabling it to respond to Presidential and agency-specific priorities.

The value of an interagency group such as the PCMI may be illustrated by a review of its significant accomplishments. The following is a brief description of several PCMI projects which have been completed, or are ongoing:

FINANCIAL MANAGEMENT

As a result of Federal Government financial management reforms, the following are better managed: more than \$2 trillion in cash flow, 1,962 separate budget accounts, payrolls for over 5 million civilian and military personnel, and almost 900 million individual payments each year. Financial management improvements have been achieved through a partnership of several Government entities. The Joint Financial Management Improvement Program (JFMIP) developed core financial system requirements. The Department of Transportation led the development of the Standard General Ledger. The PCMI has undertaken several projects in support of improved financial management.

Upgrading the Governments Primary Financial Systems. A uniform financial system for the Federal Government will enable the Government to provide more consistent and complete information about Federal programs and expenditures. The PCMI developed three system configuration models for agencies to follow in implementing primary accounting systems. These configurations include a fully centralized single system which provides financial services to an entire agency and two additional configurations which include multiple accounting systems electronically linked to form a departmentwide system. Systems that conform to these models are acceptable to OMB as agency primary accounting systems. The configurations provide for a sufficient range of designs to allow systems to be tailored to meet unique agency organizational and management requirements. OMB is now using these models as a basis for approving agency accounting systems designs.

Off-the-Shelf Financial Systems. Use of commercial off-the-shelf software is the preferred choice when upgrading Federal management systems. It encourages less costly use of private sector solutions rather than developing Government-unique approaches. Under the lead of the Department of the Treasury, the PCMI has developed a guide on the installation of off-the-shelf financial systems. The PCMI "How To" booklet shares the experiences of various Federal agencies and describes off-the-shelf solutions to common problems and presents ways to avoid pitfalls when acquiring and installing off-the-shelf systems.

Standard Federal Personnel-Payroll System. In 1988, the PCMI conducted a special review of two exemplary personnel-payroll systems in the Federal Government and recommended a model standard system. Based on this study, a set of Governmentwide core requirements has been developed for personnel-payroll systems, including data elements, processing requirements, reports, and other functional, technical and management characteristics. All agency systems will eventually meet these

requirements; agency proposals for systems improvements will have to be structured around them before funding will be approved.

QUALITY AND PRODUCTIVITY IMPROVEMENT

The Quality and Productivity Improvement Program is designed to promote the timely delivery of high-quality, and cost-effective products and services to the American public. Federal products and services account for approximately 4 percent of the Gross National Product (GNP), nearly quadruple the GNP impact from manufacturing motor vehicles and equipment. Recognizing what has made quality and productivity improvement succeed in well-managed, private-sector companies, senior Federal management officials are applying similar practices and emphasizing total quality management within the Federal workplace. Key elements of this new approach are:

- o Emphasizing customer service.
- o Training employees in problem-solving skills and seeking their participation in improving how operations are performed.
- o Rewarding employees for quality and productivity achievements.
- o Setting quality and productivity goals for, and requiring accountability of, managers in meeting them.
- o Developing clear quality and productivity measures to track progress.

The following is a brief description of several PCMI quality and productivity projects:

Productivity Investment Fund Models. In 1987 and 1988, the PCMI supported the development of Productivity Investment Fund Models in five Federal agencies: the Environmental Protection Agency, Veterans Administration, and the Departments of Interior, Commerce, and Defense. These funds, totalling \$322 million, provided the seed money for 328 innovative productivity improvement pilot projects such as the introduction of new automated production scheduling at the Defense Department. These funds gave Federal managers the incentive to pursue investment strategies and opportunities.

Each participating agency used different approaches in applying the fund concept but found that investment funds are an excellent method for stimulating employee interest and involvement in quality and productivity improvement. These funds, which are relatively small compared to the significant improvements generated, have served as a catalyst for positive change within

Federal agencies. For example, use of credit bureau information to locate delinquent taxpayers in the Portland Internal Revenue District required an investment of \$55,000, and is projected to yield an increase in collections of \$3 million in 1988.

Also, in 1987 the Environmental Protection Agency funded a regional automated grants documentation system costing \$50,000. This system will yield cost savings in excess of \$500,000 by 1992.

Improving Personnel Management and Administration Productivity. The PCMI published a personnel administration productivity study entitled, "Simpler, Better, Faster! Improving the Productivity of Personnel Administration in the Federal Government." Based upon the cooperative efforts of 17 Federal agencies, the report contains 31 recommendations to the Director of the Office of Personnel Management (OPM) for strengthening personnel administration productivity in Federal agencies. OPM accepted 24 of these recommendations which focused on employee: retention, performance, pay, allowances and benefits. OPM is now in the process of implementing these recommendations.

Quality and Productivity Conference. The PCMI and OMB co-sponsored the first Quality and Productivity Conference in June 1988. The Conference theme was "Building a Quality Focus in the Federal Government." Over 1,100 Federal managers attended the Conference which included speakers from both the Federal Government and the private sector. Successful Government prototypes of quality and productivity improvement and OMB and PCMI awards for quality and management excellence were featured. Plans are underway for the 1989 Conference which will focus on implementing total quality management in the Federal environment.

Federal Quality Institute. The PCMI also supports the Federal Quality Institute which promotes quality awareness in the Federal Government through implementation of Total Quality Management. This approach advocates the development of customer orientation, teamwork, and structured problem-solving. It stresses a reliance on quality standards and measurement; a system of recognition for excellence, and senior managers long-term commitment to the ongoing process of improving quality. The Institute will have trained more than 500 senior managers from 16 agencies by the end of CY 1988.

IMPROVED FEDERAL PROCUREMENT MANAGEMENT

In procurement management, a key theme has been to simplify and expedite the Federal acquisition process, which involves more than 21 million contract actions valued at more than \$200 billion a year. The PCMI initiated several projects in support of procurement management improvements, including:

Innovative Procurement Practices. All PCMI member agencies contributed examples of existing or proposed innovations in Federal Government procurement practices, which they published in a 1988 report. This collection of 26 exemplary procurement initiatives includes 7 new proposals and 19 current practices, such as ensuring that ADP products are the best available at time of product delivery regardless of when the contract was signed. This project fosters the sharing of the best practices among Federal agencies and encourages Governmentwide procurement management improvements.

"Go for 12" Project. During the past several decades, the Federal information technology acquisition process has become increasingly complex. To streamline the process, GSA initiated the "Go for 12" program to shorten the Government's acquisition process to no longer than 12 months. Based on a review of acquisitions which have taken 36 months to complete, PCMI has recommended methods to significantly reduce the processing time for future acquisitions through: (1) the elimination of unnecessary procurement hindrances (e.g., multiple information contacts for a single acquisition); (2) the use of concurrent rather than sequential reviews in the acquisition process to save time during the review stage of the process; and, (3) specialized ADP and telecommunications training.

IMPROVED MANAGEMENT OF GOVERNMENT OPERATIONS

Improvements in Government procedures and processes will yield significant progress in reaching the President's goal of a modern Federal Government in the 21st century. Examples of PCMI projects in this area include:

Cooperative Administrative Support Units (CASUs). Development of CASUs is an example of successful cross-servicing among Federal agencies to improve the quality of services provided while at the same time reducing Federal costs. For commonly needed administrative services, CASUs are being developed at multi-tenant Federal buildings and complexes throughout the Nation. In the first quarter of FY 1989, 14 CASUs will be in operation serving 65,000 Federal employees and saving \$3 million during the year. CASU's are in Seattle, Chicago, Atlanta, Denver, Kansas City (2 sites), Boston, Fort Worth, Anchorage, Cincinnati, Jackson, Los Angeles, and New York (2 sites). The number of CASU sites will grow to 36 by the end of 1989.

Real Property Management. Through the Real Property Program, GSA ensures that Government agencies review their real property inventories to improve management and to identify excess property. GSA also reviews the holdings of the agencies through a survey program to encourage agencies to report property that is either unused or underutilized. Since the program started in 1982, GSA has disposed of almost \$1 billion worth of excess

property. In 1988, the PCMI recommended to GSA and OMB ways to improve the disposal of surplus real property and to produce additional revenues from real property management initiatives, including the establishment of a computer system to keep a current inventory of surplus and establishment of incentives for agencies to report actual surpluses. In 1988, property valued at \$350 million has been declared excess and will be sold.

Cross-Servicing (Warehousing). One of the major priorities of the Administration and the PCMI is the development of cross-servicing arrangements among Federal agencies which improve services and promote the efficient use of available space. In this PCMI project, the Departments of Commerce and Agriculture are consolidating Washington, D.C. metro area warehouses containing forms, directives and publications into a shared warehouse. Anticipated benefits are: an estimated annual savings of over \$1 million in direct and indirect costs; increased productivity of 25 percent; and elimination of duplicate facilities, personnel and services.

Private Sector Personnel Study. The PCMI Private Sector Personnel Study entitled, "Applying the Best to Government" was completed in 1987. In the study, the PCMI evaluated 15 exemplary private sector human resource practices, such as succession planning and long-term workforce needs planning. These have been applied in selected Federal agencies and recommended for adoption Governmentwide. Seven agencies each tested 9 of these practices and have already implemented most agencywide.

CREDIT MANAGEMENT

A comprehensive credit management and debt collection program has been implemented by OMB with the support of the PCMI to manage the more than \$700 billion in Federal direct and guaranteed loans. The PCMI initiated the BankCard Program and improved the operation of the Travel Charge Card Program.

BankCards. During the past 50 years, the Federal Government has used a variety of labor-intensive forms to authorize the purchase of goods and services required by its 3.8 million civilian employees. Last year, the Federal Government made almost 22 million small purchases, totaling \$19 billion. In 1987, under the PCMI lead of the Department of Commerce, the Federal Government adopted the practice of using BankCards to make purchases of less than \$2,500. Commerce found that use of Bankcards leads to savings of \$10 for each purchase compared to the previously least expensive alternative which cost \$25 per purchase.

Conservative estimates show that use of credit cards by Government employees may save the Government over \$100 million the first year of full implementation through decreased

processing costs, elimination of State and local sales taxes, vendor discounts, and rebates. Use of state-of-the-art computers to capture, transmit and record transactions electronically will save approximately 8 million hours of employee time each year to process cumbersome forms. The Government is expanding the use of BankCards to all agencies, requiring that all purchases under \$2,500 be made by credit card. Approximately 350,000 bankcards will be issued when the program is implemented Governmentwide.

Travel Charge Card Program. The Travel Charge Card Program was established by the General Services Administration (GSA) in 1983, to help agencies improve their travel and cash management practices. The program provides for charging travel expenses to both individual cards and centrally billed agency accounts. This procedure decreases agency cash outlays and the administrative costs associated with processing travel orders. Under the leadership of the Department of Transportation, the PCMI identified 10 billing process improvements, such as banking receipts from automated teller machine transactions. The program has increased Federal customer satisfaction with the Travel Charge Card Program by allowing for the use of ATMs for cash advances and providing direct access to dedicated customer service representatives familiar with Government travel programs.

OVERALL PROJECT ACHIEVEMENTS

The above descriptions illustrate the type of projects undertaken by PCMI to address Governmentwide operating problems. The results demonstrate the tangible improvements achieved through the collective effort of PCMI members.

RECOMMENDATIONS FOR FUTURE INTERAGENCY MANAGEMENT COUNCILS

Critical to the success of Governmentwide management improvement efforts is direct White House, OMB and Federal agency interest and support. The partnership of these key elements is vital to effective planning and implementation of innovative approaches to improved management of the Federal Government.

As the new administration reviews options for a Governmentwide interagency management improvement group such as the PCMI, several ideas should be considered in structuring and administering such a group. The PCMI has found that to be effective, certain organizational conditions are necessary.

White House and Council Leadership

To ensure that senior administration policy officials support the importance of management improvement throughout the Federal Government, a top White House official should be appointed to serve as the President's representative on management issues. Senior cabinet members should serve as advisors through an organized policy council. This high level involvement is the single most important element in the successful implementation of the President's management agenda.

The new administration should establish its management improvement priorities early. This enables the council to define its objectives and to establish momentum for the President's management improvements from the beginning of his Administration.

The PCMI Chairman, also the Deputy Director of OMB, should continue to play a key role in the President's management improvement program.

The Vice-Chair of the PCMI should be in an agency other than OMB, so that the representation and leadership of the Council is expanded to the program agencies. This also enables the PCMI to provide feedback to OMB and the White House from an agency-level perspective.

Consideration should be given to a two-year term for the PCMI Vice-Chair, rather than an annual rotation as is the current practice. This would help provide continuity in planning and leadership for the Council.

Council Membership

Council membership should be determined largely by the Presidential management agenda. If the priorities of the new administration are to improve administrative management in such areas as finance, procurement, human resources, and systems, the appropriate members of the interagency council are the Assistant Secretaries for Management or their equivalent. However, if the new President's management agenda is to improve program and service delivery, members would more appropriately include the Deputy Secretaries or other senior program officials in the Departments and agencies who oversee the delivery of these services. The key is the ability to positively affect operations in their own agencies.

Agenda

Early in the next administration, a management improvement agenda should be established. Agency-specific projects should be kept to a minimum with priority given to initiatives with significant Governmentwide impact. Project criteria should be established to assist in the screening of projects so that resources are used to their best advantage. Emphasis should be placed on projects that result in tangible and measurable management improvement results.

The Office of Management and Budget should monitor project milestones and accomplishments on a quarterly basis to assure consistency with Presidential management priorities.

The link between management improvement initiatives and agency budgets should continue to be strengthened to hold managers accountable for management improvement accomplishments and outcomes.

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

May 24, 1984

EXECUTIVE ORDER #12479

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MANAGEMENT REFORM IN THE FEDERAL GOVERNMENT

By the authority vested in me as President by the Constitution and statutes of the United States of America, and in order to coordinate and implement policies with respect to management reform in the Federal Government, it is hereby ordered as follows:

Section 1. Establishment of the President's Council on Management Improvement.

(a) There is established as an interagency committee the President's Council on Management Improvement.

(b) The Council shall be composed of the following members:

(1) The Deputy Director of the Office of Management and Budget, who shall be Chairman of the Council;

(2) The Assistant Secretary for Administration, Department of Agriculture;

(3) The Assistant Secretary for Administration, Department of Commerce;

(4) The Assistant Secretary (Comptroller), Department of Defense;

(5) The Deputy Under Secretary for Management, Department of Education;

(6) The Assistant Secretary for Management and Administration, Department of Energy;

(7) The Assistant Secretary for Management and Budget, Department of Health and Human Services;

- (8) The Assistant Secretary for Administration, Department of Housing and Urban Development;
- (9) The Assistant Secretary for Policy, Budget and Administration, Department of the Interior;
- (10) The Assistant Attorney General for Administration, Department of Justice;
- (11) The Assistant Secretary for Administration and Management, Department of Labor;
- (12) The Assistant Secretary for Administration, Department of State;
- (13) The Assistant Secretary for Administration, Department of Transportation;
- (14) The Assistant Secretary for Administration, Department of Treasury;
- (15) The Assistant to the Administrator for Management, Agency for International Development;
- (16) The Assistant Administrator for Administration and Resources Management, Environmental Protection Agency;
- (17) The Deputy Administrator, General Services Administration;
- (18) The Associate Administrator for Management, National Aeronautics and Space Administration;
- (19) The Associate Director for Management, Office of Management and Budget;
- (20) The Associate Director for Administration, Office of Personnel Management;
- (21) The Associate Deputy Administrator for Resource Management, Small Business Administration;
- (22) The Associate Deputy Administrator for Information and Resources Management, Veterans's Administration;
- (23) The Assistant to the President for Policy Development, or a Federal employee designated by that official, to advise on management and administration; and
- (24) The Assistant to the President for Presidential Personnel, or a Federal employee designated by that official, to advise on human resource development.

Sec. 2. Functions of the Council. The Council shall:

(a) develop and oversee the implementation of improved management and administrative systems for Governmentwide application;

(b) formulate long-range plans to promote improvements in the management and administrative systems of the Federal Government;

(c) identify specific department and agency management reforms applicable to other agencies and assist in their implementation;

(d) work to resolve interagency management problems;
and

(e) work with the Office of Management and Budget, the General Services Administration, and the Office of Personnel Management to ensure timely implementation and coordination of their policies.

In conducting these functions, the Council shall not interfere with existing lines of authority and responsibility in the departments and agencies.

Sec. 3. Responsibilities of the Chairman. The Chairman shall:

(a) establish, in consultation with the members of the Council, procedures for the Council and establish the agenda for Council activities;

(b) on behalf of the Council, report to the President; the goals and the results of the Council on management projects shall be reported to the President through the Cabinet Council on Management and Administration; the Chairman shall advise the Council with respect to the reaction of the President and the Cabinet Council to its activities;

(c) provide agency heads with summary reports of the activities of the Council;

(d) establish such committees of the Council, including an executive committee, as may be deemed necessary or appropriate for the efficient conduct of Council functions; committees of the Council may act for the Council in those areas that affect the membership of the committee;

(e) appoint Vice-Chairmen to one-year terms to assist the Chairman in representing the Council and perform duties as determined by the Chairman;

(f) appoint other Federal officials as at-large members to one-year terms to provide special expertise to the Council and perform duties as determined by the Chairman; and

(g) be supported by the Associate Director for Management of the Office of Management and Budget, who shall advise and assist the Chairman in the execution of the entire range of responsibilities set forth above and act for the Chairman in his absence.

Sec. 4. Administrative Provisions.

(a) The Director of the Office of Management and Budget shall provide the Council with such administrative support as may be necessary for the performance of its functions.

(b) The head of each agency represented on the Council shall provide its representative with such administrative support as may be necessary, in accordance with law, to enable the agency representative to carry out his or her responsibilities.

RONALD REAGAN

THE WHITE HOUSE

May 24, 1984

**MEMBERS OF THE PRESIDENT'S COUNCIL
ON MANAGEMENT IMPROVEMENT**

OFFICE OF MANAGEMENT AND BUDGET

Joseph R. Wright, Jr.

Director

Chair, President's Council on Management Improvement

Gerald R. Riso

Associate Director for Management

Vice-Chair, President's Council on Management Improvement

Chair, Communications Committee

AGRICULTURE

John J. Franke, Jr.

Assistant Secretary for Administration

Chair, Organization and Structure Committee

Member, Human Resources Committee

447-3291

AGENCY FOR INTERNATIONAL DEVELOPMENT

R.T. Rollis, Jr.

Assistant to the Administrator for Management

Member, Communications and Human Resources Committees

647-9888

COMMERCE

Katherine Bulow

Assistant Secretary for Administration

Vice-Chair, Organization and Structure Committee

377-4951

DEFENSE

David (Doc) O. Cooke

Director of Administration

Office of the Secretary of Defense

Vice-Chair, Communications Committee

Member, Human Resources Committee

695-4436

EDUCATION

Patrick Pizzella

Acting Deputy Under Secretary for Management

Member, Communications and Human Resources Committees

732-5470

ENERGY

Lawrence F. Davenport
Assistant Secretary for Management and Administration
Member, Organization and Structure and Systems Committees
586-8010

ENVIRONMENTAL PROTECTION AGENCY

Charles L. Grizzle
Assistant Administrator for Administration and
Resources Management
Member, Organization and Structure and Human Resources
Committees
382-4600

GENERAL SERVICES ADMINISTRATION

Paul T. Weiss
Associate Administrator for Administration
Chair, Cooperative Administrative Support Unit Program National
Board of Directors
Member, Human Resources, Systems, and Organization and Structure
Committees
566-0945

HEALTH AND HUMAN SERVICES

Richard P. Kusserow
Inspector General
Vice-Chair, President's Council on Integrity and Efficiency
472-3148

S. Anthony McCann

Assistant Secretary for Management/Budget
Member, Organization and Structure and Systems Committees
245-6396

Thomas S. McFee

Assistant Secretary for Personnel Administration
Vice-Chair, Human Resources Committee
Member, Systems Committee
245-7284

HOUSING AND URBAN DEVELOPMENT

Judith L. Hofmann
Assistant Secretary for Administration
Chair, Human Resources Committee
755-6940

INTERIOR

Henry (Rick) M. Ventura
Assistant Secretary for Policy, Budget and Administration
Member, Communications and Systems Committees
343-6182

JUSTICE

Harry H. Flickinger
Assistant Attorney General for Administration
Member, Communications and Systems Committees
633-3101

LABOR

Thomas Komarek
Assistant Secretary for Administration and Management
Member, Organization and Structure, Human Resources, and Systems
Committees
523-9086

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Manuel Peralta
Associate Administrator for Management
Member, Organization and Structure and Human Resources
Committees
453-2800

OFFICE OF PERSONNEL MANAGEMENT

Mark J. Barnes
Associate Director for Administration
Member, Human Resources and Systems Committees
632-4437

SMALL AGENCY COUNCIL

Peter J. (Jack) Basso
Deputy Chairman for Management
National Endowment for the Arts
Member, Human Resources and Organization and Structure
Committees
682-5408

SMALL BUSINESS ADMINISTRATION

John F. Moffitt
Associate Deputy Administrator for
Management and Administration
Member, Human Resources Committee
653-2842

STATE

C. Edward Dillery
Director of Management Operations
Member, Human Resources Committee
647-1056

TRANSPORTATION

Jon H. Seymour
Assistant Secretary for Administration
Vice-Chair, Systems Committee
Member, Organization and Structure Committee
366-2332

TREASURY

Jill E. Kent

Assistant Secretary for Management

Member, Organization and Structure and Systems Committees
566-8585

VETERANS ADMINISTRATION

Linda M. Combs

Associate Deputy Administrator for Management

Chair, Systems Committee

Member, Communications and Executive Committees
233-2227

WHITE HOUSE

Robert Sweet

Deputy Executive Secretary of the Domestic Policy Council
456-2564

Robert Tuttle

Assistant to the President and Director of Presidential
Personnel

456-7060

Attachment III

PRESIDENT'S COUNCIL ON MANAGEMENT IMPROVEMENT

COMMITTEE MEMBERSHIP

PCMI Chair:

Joseph R. Wright, Jr.
Director
Office of Management and Budget

PCMI Vice-Chair:

Gerald R. Riso
Associate Director for Management
Office of Management and Budget

ORGANIZATION AND STRUCTURE COMMITTEE

14th and Independence Avenue, S.W.
Room 241W
Washington, D.C. 20250
(202) 447-4871
Attention: Bob Halstead or Susan Hess

Chair:

John J. Franke, Jr.
Assistant Secretary for Administration
Agriculture

Vice-Chair:

Katherine Bulow
Assistant Secretary for Administration
Commerce

Members:

Peter J. (Jack) Basso
Deputy Chairman for Management
National Endowment for the Arts

Lawrence F. Davenport
Assistant Secretary for Management and Administration
Energy

Charles L. Grizzle
Assistant Administrator for Administration and Resources
Management
Environmental Protection Agency

Jill E. Kent
Assistant Secretary for Management
Treasury

Thomas Komarek
Assistant Secretary for Administration
Labor

S. Anthony (Tony) McCann
Assistant Secretary for Management and Budget
Health and Human Services

Manuel Peralta
Associate Administrator for Management
National Aeronautics and Space Administration

Jon H. Seymour
Assistant Secretary for Administration
Transportation

Paul T. Weiss
Associate Administrator for Administration
General Services Administration

HUMAN RESOURCES COMMITTEE

451 Seventh Street, S.W., Room 10110
Washington, D.C. 20410
(202) 755-5500
Attention: Lea Hamilton or Don Keuch

Chair:

Judith L. Hofmann
Assistant Secretary for Administration
Housing and Urban Development

Vice-Chair:

Thomas S. McFee
Assistant Secretary for Personnel Administration
Health and Human Services

Members:

Mark J. Barnes
Associate Director for Administration
Office of Personnel Management

Peter J. (Jack) Basso
Deputy Chairman for Management
National Endowment for the Arts

David (Doc) O. Cooke
Director of Administration and Management
Defense

John J. Franke, Jr.
Assistant Secretary for Administration
Agriculture

Charles L. Grizzle
Assistant Administrator for Administration and Resources
Management
Environmental Protection Agency

Thomas Komarek
Assistant Secretary for Administration
Labor

John F. Moffitt
Associate Deputy Administrator for Management and
Administration
Small Business Administration

C. Edward Dillery
Director of Management Operations
State

Manuel Peralta
Associate Administrator for Management
National Aeronautics and Space Administration

R.T. (Tom) Rollis, Jr.
Assistant to the Administrator for Management
Agency for International Development

Patrick Pizzella
Acting Deputy Under Secretary for Management
Education

Paul T. Weiss
Associate Administrator for Administration
General Services Administration

SYSTEMS COMMITTEE

810 Vermont Avenue, N.W.
Room 210 Washington, D.C. 20420
(202) 233-3091
Attention: Enar Sanders

Chair:

Linda M. Combs
Acting Associate Deputy Administrator for Management
Veterans Administration

Vice-Chair:

Jon H. Seymour
Assistant Secretary for Administration
Transportation

Members:

Mark J. Barnes
Associate Director for Administration
Office of Personnel Management

Lawrence F. Davenport
Assistant Secretary for Management and Administration
Energy

Harry H. Flickinger
Assistant Attorney General for Administration
Justice

Jill E. Kent
Assistant Secretary for Management
Treasury

Thomas Komarek
Assistant Secretary for Administration and Management
Labor

S. Anthony (Tony) McCann
Assistant Secretary for Management and Budget
Health and Human Services

Thomas S. McFee
Assistant Secretary for Personnel Administration
Health and Human Services

Henry (Rick) M. Ventura
Assistant Secretary for Policy, Budget and Administration
Interior

Paul T. Weiss
Associate Administrator for Administration
General Services Administration

COMMUNICATIONS COMMITTEE

400 7th Street, S.W.
Room 10314
Washington, D.C. 20590
(202) 366-9844
Attention: Shannon Roberts

Chair:

Gerald R. Riso
Associate Director for Management
Office of Management and Budget

Vice-Chair:

David (Doc) O. Cooke
Director of Administration and Management
Defense

Members:

Linda M. Combs
Acting Associate Deputy Administrator for Management
Veterans Administration

Harry H. Flickinger
Assistant Attorney General for Administration
Justice

Mark Barnes
Associate Director for Administration
Office of Personnel Management

R.T. (Tom) Rollis, Jr.
Assistant to the Administrator for Management
Agency for International Development

Patrick Pizzella
Acting Deputy Under Secretary for Management
Education

Henry (Rick) M. Ventura
Assistant Secretary for Budget, Policy and Administration
Interior

Attachment IV

PCMI PROJECT LISTING

* ORGANIZATION AND STRUCTURE COMMITTEE PROJECTS

Revision of OMB Circular A-110	Gary Houseneck (HHS)	245-7565
Long-term Improvement Plan (Comptroller Function)	Chuck Tierney (Energy)	586-5942
Productivity Investment Fund Models	Larry Hubbell (EPA)	382-4342
Shared Savings	Peter Linn (DOT)	366-5141
Review of Discretionary Grants	Keith Stephens (NEA)	682-5792
Employee Morale and Image	Shannon Roberts (DOT)	366-9844
Partnership with Congress (Reducing Management Hindrances)	Owen Jones	682-5794
Innovative Procurement Practices	Liz Birch (Labor)	523-9086
Supply and Property Management	Jeff Sutton (NASA)	453-2973
Real Property Management	Jim Dean (GSA)	523-4884
Review of Federal Advisory Committee Management	Jim Dean (GSA)	523-4884
Cross-Servicing (Warehousing)	Frank Gearde, Jr. (USDA)	447-3937
CASUS	Warren Master	523-5278
BankCard Initiative	Alan Balutis (DOC)	377-3490

HUMAN RESOURCES COMMITTEE PROJECTS

Improving Personnel Management and Administration Productivity	Phil Boyle (HHS)	245-6757
Sharing of Excellence	Jim Dean (GSA)	523-4884
Civil Service Simplification Act	Karen Pitts (Education)	245-8703
Simplifying the Federal Personnel Manual	Tom Komarek (Labor)	523-9086
Broadened Classification Standards	Doc Cooke (Defense)	695-4436
Recruitment/Retention of Qualified Federal Employees	Linda Repasky (HUD)	755-5455
Executive Development	Jack Basso (NEA)	682-5408
Private Sector Personnel Study	Phil Boyle (HHS)	245-6757
Retirement System Policies and Procedures Involvement	Lea Hamilton (HUD)	755-5500

* For a description of each of these projects, please see the "Listing of PCMI Projects and Activities" or call the project leader as indicated above.

SYSTEMS COMMITTEE PROJECTS

Standard Capital Expenditures		
Evaluation Procedures and		
Policy	Enar Sanders (VA)	233-3091
Upgrade Primary Financial		
Systems	Susan Lee (Treasury)	535-9693
Consolidation of Subsidiary		
Financial Systems	Susan Lee (Treasury)	535-9693
Off-the-Shelf Financial System	Bobbie Draves (Treasury)	566-6261
ADP Security Guidelines	Wally Keene (HHS)	245-7084
"Go for 12" Project	Francis McDonough (GSA)	566-0291
Information Technology		
Lease/Purchase	John Caron (GSA)	557-4502
Information Dissemination of		
Products and Services	Ben White (Energy)	586-3293
Travel Charge Card Program	Joyce Shelton (DOT)	366-1306
Automating Clearance and		
Distribution of Directives	Jon Halsall (GSA)	523-5504
Information to the Public	Ellen Wagner (HHS)	245-0488
Standard Federal		
Personnel-Payroll System	Enar Sanders (VA)	233-3091
Justice Retrieval and Inquiry		
System (JURIS) - Dissemination	Richard Krips (Justice)	633-5682
Automated Procurement	Neal Lamb (OMB)	395-6803
Thrift Savings Advisory Group	William R. Reise (DOL)	523-6891

COMMUNICATIONS COMMITTEE PROJECTS

Speakers Bureau	Shannon Roberts (DOT)	366-9844
Teleconferences		
Newsletters		
PCMI Clearinghouse		
Pride in Public Service		
Liaison with External Groups		
PCMI Annual Reports		
Quality Conference and Quality Institute		
Employee Morale and Image		
PCMI Recognition Program		



THE CUBAN AMERICAN NATIONAL FOUNDATION

1000 Thomas Jefferson Street, N.W., Suite 601
Washington, D.C. 20007
(202) 265-2822

February 7, 1989

THE CHIEF of STAFF
has seen

MEMORANDUM FOR JOHN SUNUNU
CHIEF-OF-STAFF
THE WHITE HOUSE

FROM: JORGE MAS CANOSA *mas*
CHAIRMAN, CANF

SUBJECT: FUNDING FOR TV MARTI

I am grateful for the opportunity to raise the issue of TV Marti with you. TV Marti is an innovative foreign policy instrument aimed at further providing objective information to the people of Cuba. Support for the project will also provide a tangible signal of pressure to Castro from the Bush administration that, ultimately, the goal of the United States' policy for Cuba is a free and democratic Cuba.

Issue

Funding for TV Marti should be included in an earmark in the Bush FY '90 budget submission to Congress on February 9, 1989.

Background

The TV Marti project received \$7.5 million in the FY '89 budget for a feasibility study and testing which are currently underway. Although assurances had been received by USIA Director Wick that the Reagan FY '90 budget would contain a \$16 million request for TV Marti, NSC and OMB deleted the request. The reasons cited for non-inclusion were the probability of jamming by Castro and technical problems involved in broadcasting. I understand as well these officials felt that President Bush should include the funding in his budget request.

The President's support is indeed strong. On June 10, 1988, then Vice President Bush issued a press release supporting TV Marti, stating, "...I strongly favor funding to put TV Marti on the air." In remarks to CANF members at a meeting on June 13, 1988 in the Old Executive Office Building, he also added, "Let me promise you today: I will help lead this Administration's support of TV Marti, and we will work with Congress to get it funded, and get in on the air." Secretary of State James Baker also indicated his support for TV Marti at his Senate

confirmation hearings, and said that he was unaware that TV Marti had been deleted from the Reagan budget request.

TV Marti has important support in the Congress as well. Senator Dole wrote a letter to OMB Acting Director Wright supporting inclusion of \$16 million for TV Marti in the Reagan FY '90 budget. Senator Hollings has written an individual letter requesting funding for the project to OMB Director Richard Darman. Senators Dole, Mack, Graham, Gramm, DeConcini, Pressler, Symms, McCain, Reid have also written to OMB Director Richard Darman requesting that the first Bush budget contain an earmark for TV Marti.

Discussion

The Executive branch's bureaucratic handling of TV Marti is very reminiscent of what was experienced when attempting to create and sustain Radio Marti. As with Radio Marti, there is presidential support for the project, and again, as with Radio Marti, bureaucratic objections and manipulations have interfered with presidential intent. I do not postulate that TV Marti is problem-free, only that each problem is ultimately solvable if the bureaucracy is instructed to bring the project to fruition.

Not including an earmark for TV Marti in the Bush budget request will mean that, as Senator Hollings points out in his letter to OMB Director Richard Darman, "the relevant Congressional committees will be less likely to authorize a new program unless the Administration demonstrates their support by budgeting for it."

Request

I believe that President Bush's support for TV Marti is strong and clear. Our requests are:

1. That \$16 million be earmarked for TV Marti in President Bush's FY '90 budget request.
2. That the relevant Executive branch agencies be instructed that President Bush is very supportive of TV Marti and that they are to continue vigorous implementation of the program.

United States Senate

WASHINGTON, DC 20510

December 22, 1988

The Honorable Joseph R. Wright
Acting Director, Office of Management and Budget
Executive Office Building
Washington, D.C. 20503

Dear Joe:

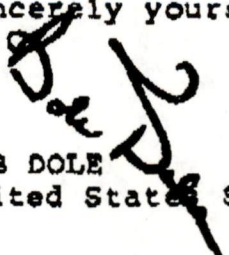
Last June, Vice President Bush urged the creation of TV Marti, saying, "It is time to create TV Marti, so that the Cuban people can see the world as it is, not as Castro would like them to believe it is." I want to add my voice to that of the President-Elect, the overwhelming majority of the Members of Congress, and the many other prominent Americans who have supported the continued development of TV Marti.

I understand that OMB is now considering a request from USIA for an FY90 budget allocation of \$16 million for start-up money for TV Marti. Recognizing that our very severe budget deficits require that every spending request be carefully scrutinized, I nonetheless hope that the TV Marti request is given high priority, and finally approved, as part of the foreign policy segment of the budget.

Television can add a very high impact visual dimension to the outstanding work already being accomplished by Radio Marti. With new struggles for freedom emerging within the Communist Bloc and the Soviet Union itself, it is even more important that the people of Cuba be able to receive the truth about developments in the world and in their own country. Obviously, in the very unlikely event the current "pilot" tests of TV Marti demonstrate that its effective operation is not feasible, the budget request could be deleted when the next Administration submits its authorization and appropriations requests.

Meanwhile, though, it is important that this key program be kept on track, and that we retain every option available to us to bring the truth to the people of Cuba.

Sincerely yours,


BOB DOLE
United States Senate

BURR C. BYRD, WEST VIRGINIA
 WILLIAM PROXMIER, WISCONSIN
 DANIEL A. BROWN, HAWAII
 ERNEST F. HOLIFIELD, SOUTH CAROLINA
 LAWTON CHILES, FLORIDA
 J. BENNETT JOHNSON, LOUISIANA
 QUINCY N. BURDICK, NORTH DAKOTA
 PATRICK J. LEAHY, VERMONT
 ASSEN TENNESSEE
 ISIDORE DUNCAN, ARIZONA
 BUMPUS ARKANSAS
 E. N. CAULFIELD, NEW JERSEY
 TOM HANSEN, IOWA
 BARBARA A. MIKULSKI, MARYLAND
 HARRY REID, NEVADA

MAINE O. WATFIELD, OREGON
 TED STEVENS, ALASKA
 LOWELL P. WICKER, JR., CONNECTICUT
 JAMES A. MICHAEL, IDAHO
 JAMES BARN, UTAH
 THAD COCHRAN, MISSISSIPPI
 ROBERT W. EASTEN, JR., WISCONSIN
 ALFONSO M. DAMARIN, NEW YORK
 WARREN R. RUDDMAN, NEW HAMPSHIRE
 ARLEN SPECTER, PENNSYLVANIA
 PETER V. DOMENICI, NEW MEXICO
 CHARLES F. BRASSLEY, IOWA
 DON NICKLES, OKLAHOMA

United States Senate

COMMITTEE ON APPROPRIATIONS
 WASHINGTON, DC 20510-8028

FRANCIS J. SULLIVAN, STAFF DIRECTOR
 J. RUTH KENNEDY, MINORITY STAFF DIRECTOR

January 4, 1989

Mr. Richard Darman
 Director designate
 Office of Management and Budget
 Executive Office Building
 Washington, D.C. 20503

Dear Mr. Darman:

I am writing to you about a new program the Commerce, Justice, State and the Judiciary Appropriations Subcommittee funded in FY 1989. We appropriated \$7.5 million for a test of operating a Television Marti program to Cuba.

The broadcasting of television will have a tremendous impact upon the people of Cuba. TV Marti will be a more sophisticated vehicle and upgrade the successful Radio Marti. Both President Reagan and Vice-President Bush strongly endorsed the new program.

In the conference with the House managers we had to accept the stipulation that the Congress should not appropriate further funds for the TV Marti program until the funds had been authorized. The authorization process on the program can only really begin with a positive request from the Administration for both authorization and funding.

I understand that the Office of Management and Budget decided to eliminate \$16,000,000 from the President's budget of the United States Information Agency due to a lack of authorization. That was a grave mistake as it obscures the President's and President-elect's firm support of TV Marti. The Senate Foreign Relations Committee and House Foreign Affairs Committee will be less likely to authorize a new program unless the Administration demonstrates their support by budgeting for it.

Thus, I urge you to request \$16,000,000 for TV Marti when the President-elect submits his revised budget to Congress. It would be a shame to miss out on the opportunity of broadcasting the truth to the Cuban people and following up on the expected successful results of the TV Marti tests.

If you have any questions on TV Marti please do not hesitate to contact me. I look forward to hearing from you in the near future.

With kind regards, I am

sincerely yours,

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Ernest F. Hollings
Chairman, Subcommittee on
Commerce, Justice, State,
the Judiciary

EFH:wko

United States Senate

WASHINGTON, DC 20510

January 23, 1989

The Honorable Richard Darman
Director, Office of Management and Budget
Old Executive Office Building
Suite #252
Washington, D.C. 20503

Dear Mr. Darman:

As the new administration prepares its budget submission to the Congress for Fiscal Year 1990, we urge you to provide full funding for Television Marti.

We were encouraged by President Bush's strong support for the creation of Television Marti during the campaign. We are disappointed, however, that the budget proposal submitted by the outgoing administration, while recognizing Congressional interest in TV Marti, fails to earmark necessary funding for the program for the next fiscal year.

As a result of President Bush's positive campaign statements, expectations are high that the new administration will move quickly to give TV Marti the necessary financial support. It therefore is critical that the first Bush budget reflect that support by including an earmark for TV Marti.

We look forward to working with you on this important matter.

Sincerely,

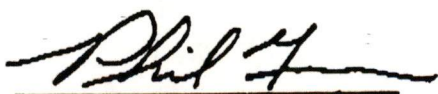

Connie Mack

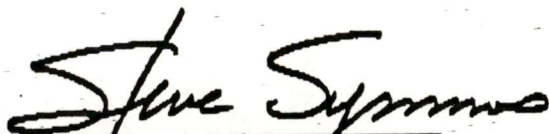

Bob Graham

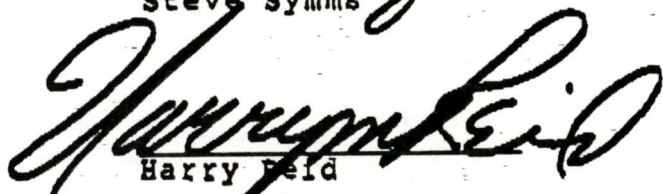

Bob Dole

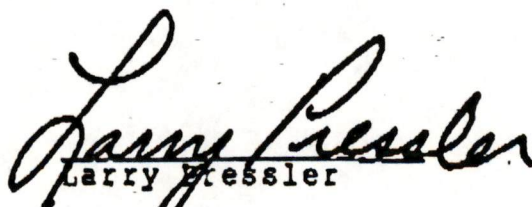

Dennis DeConcini

Honorable Richard Darman
PAGE TWO
January 23, 1989


Phil Gramm


Steve Symms


Harry Reid


Larry Pressler


John McCain

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FROM OUR PRESS OFC WASH DC

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**THE VICE PRESIDENT
OFFICE OF THE PRESS SECRETARY**

**FOR IMMEDIATE RELEASE
FRIDAY, JUNE 10, 1988**

Contact: (202) 456-6772

STATEMENT BY THE VICE PRESIDENT

I spoke this morning with Senator Warren Rudman and expressed to him my strong support for creating TV Marti. I asked the Senator to report to the Senate Sub-committee on Appropriations the fact that I strongly favor funding to put TV Marti on the air.

Castro has force-fed the Cuban people his own brand of the daily news. He has suppressed the truth and covered the island with a shroud of disinformation. But since the anniversary of Cuban Independence Day in 1985, Radio Marti has pierced that veil of deceit and deception and today has a listening audience twice the size of the most popular state-run radio station.

Now it is time to go one step better. It is time to create TV Marti so that the Cuban people can see the world as it is, not as Castro would like them to believe it is. They must see their young men dying in Angola and Ethiopia. They must see the stark contrast between the oppression of their totalitarian leaders and the fruits of freedom and democracy. They must hear directly about human rights abuses in their own country. In essence: they should be permitted to see and hear the truth.

It's been said that a picture is worth a thousand words. Well, in the case of TV Marti, thousands of pictures are worth a single word -- Freedom, and that's why Castro fears it.

DEC 9 '88 16:28 FROM OVP PRESS OFC WASH DC

PAGE.003

PRESS RELEASE

THE VICE PRESIDENT
OFFICE OF THE PRESS SECRETARYFOR IMMEDIATE RELEASE
Monday, June 13, 1988CONTACT: 202/456-6772EXCERPTS OF REMARKS FOR
VICE PRESIDENT GEORGE BUSH
CUBAN-AMERICAN NATIONAL FOUNDATION CONGRESS
WASHINGTON D.C.
MONDAY, JUNE 13, 1988

I want to congratulate the Foundation on the work you've done and the leadership you've shown. We share the same goals and the same values -- a free and democratic Cuba, economic development of the Caribbean Basin, and the pursuit of peace both in our own hemisphere and throughout the world.

In the brief time that I have today, I want to offer my views on how we can achieve those goals, and in doing so, address concerns that may be weighing on your hearts.

In recent weeks, at least one newspaper in Southern Florida has run stories suggesting that our Administration is somehow going soft on Castro. In fact, Castro himself would like you to believe that because we have isolated him so effectively both economically and diplomatically.

Frankly, I'd like to set the record straight.

There have been no accommodations made with Castro's corrupt Communist government, and there will be no accommodations made. There will be no diplomatic or economic agreements that prolong the tyranny of the Communists and the suffering of the Cuban people. Our determination to restore freedom and democracy to Cuba has never wavered. The freedom of Cuba is not a bargaining chip.

You know better than anyone else how calamitous Castro has been -- for Cuba, for the hemisphere, for the world. In just over a quarter of a century, Castro has taken one of the Hemisphere's strongest, most productive economies and ruined it. He has sold the soil and the sons of Cuba to the Soviet Union for the weapons and subsidies that keep him in power and in luxury.

Today, there are 47,000 Cuban troops in Angola trying to suppress Jonas Savimbi's brave freedom fighters. Last fall, with the support of our Administration, Savimbi's forces defeated the

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largest offensive ever mounted by the Marxist government in the history of the 13-year war. We will continue to aid the democratic resistance in Angola until the Soviet and Cuban forces are driven out and democracy is voted in.

Castro has force-fed the Cuban people his own brand of the daily news. He has suppressed the truth and covered the island with a shroud of disinformation. For example, Castro now claims that improvements in prison conditions is proof that life in Cuba is getting better. Well, it didn't take long for Armando Valladares to put that in perspective. He said, "The prisons have improved, from barbarity to savagery."

With the help of the Foundation, and with the support of the United States, Radio Marti has pierced Castro's veil of deceit and deception. Today, Radio Marti's listening audience is twice as large as that of the most popular state-run radio station. As Ronaldo Cartaya, the Vice President of the Independent Cuba Committee for Human Rights, recently told Members of Congress, "To the people of Cuba, the Cuban revolution is divided into two phases -- before Radio Marti and after Radio Marti."

Now it is time to go one step better. Now it is time to create TV Marti so that the Cuban people can see the world as it truly is -- not as Castro would like them to believe it is. You know, it's been said that a picture is worth a 1,000 words. Well, in the case of TV Marti, thousands of pictures are worth a single word -- freedom. That's why Fidel Castro fears it.

Let me promise you today: I will help lead this Administration's support of TV Marti, and we will work with Congress to get it funded, and get it on the air.

Truth is fundamental to a free society. As Jesus said, "You shall know the truth, and the truth shall set you free." Let us bring the truth to the Cuban people, and the truth shall set them free.

Support for freedom, democracy, and human rights must be the organizing principle of American foreign policy. Let me be specific: In the years ahead, I will champion the cause of freedom and democracy around the world -- in Afghanistan, where our efforts have led to the withdrawal of Soviet troops, in Africa, in Nicaragua, and, yes, in Cuba. Why should Cuba be the exception to the rule? Let's do more than talk. Let's work together -- you and me -- to bring freedom and democracy to your homeland.

In closing, I want to announce a Private Sector Initiative that will benefit Cuban refugees who are now living in third countries. I won't go into great detail because you will be briefed on it in a moment. But I will say that I have high hopes

-more-

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for this initiative. Not only will it bring more Cubans to America's shores, I believe it will help make the Cuban-American community even stronger and more unified than it already is. This initiative is good for the Foundation, it's good for our government, and it's good for the United States of America.

But I don't want to discuss this initiative without asking a favor of you. In the months and years ahead, I will certainly be visiting South Florida, and other areas of the country where you live. I hope you will introduce me to the new Cuban Americans who have been aided by this program.

I want them to know that this Vice President welcomes them with an open heart and open arms. I want them to see for themselves that this is truly "the land of the free and the home of the brave." And I want them to find peace, prosperity, and opportunity in this, the freest, the fairest, the most decent nation on the face of the earth.

Thank you and God bless you.

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