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Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Backup Files
Subseries: Alpha File, 1987-1991

OA/ID Number: 13845
Folder ID Number: 13845-003

Folder Title:
Memoranda, 1991

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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Memo	Tony Snow to Speechwriters, Researchers, re: 9:30 Meeting. (2 pp.)	04/19/91	(b)(2)	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Memoranda 1991

Date Closed: 12/8/2004	OA/ID Number: 08487
FOIA/SYS Case #:	
Re-review Case #: 2004-2265-S	
P-2/P-5 Review Case #:	

MR Case #:	Appeal Case #:
MR Disposition:	Appeal Disposition:
Disposition Date:	Disposition Date:

RESTRICTION CODES

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

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

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

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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02. Memo	Tony Snow to Speechwriters, Researchers, re: 9:30 Meeting. (2 pp.)	04/11/91	(b)(2)	

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Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Memoranda 1991

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03. Memo	Tony Snow to Speechwriters, Researchers, re: 9:30 Meeting. (2 pp.)	04/03/91	(b)(2), P-5	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Memoranda 1991

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March 29, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

Again, not much to report. There's some concern that we're letting other people (Ronald Reagan, congressional Democrats, other life forms) dictate a domestic agenda after yesterday's seeming change of direction on gun-purchase waiting periods. If we've done ourselves any damage, however, it isn't very grave and most agreed that POTUS can reclaim the initiative with a couple of tough, heartfelt talks about the crime bill.

We also have a couple of new assignments for the California/Texas trip. The president wants to deliver some remarks at church on April 6; David Demarest will put those together. POTUS also is supposed to put together a little presentation for a USO luncheon in California and for a televised USO gala. Both are pretty simple; I'll probably handle them.

Now, for the part everyone's been waiting for: Researcher/writer assignments. I have agonized over these for quite a while, and hope they'll prove satisfactory. Some of you have requested specific partners and haven't gotten them. Please do not read this as a slight. To twist a famous Abe Lincolnism: You can't please all the people all the time. (For you economic eggheads, Condorcet and Kenneth Arrow said the same thing, but with equations.)

Here goes:

Grant/Cawley

Hinchliffe/Blymire

Lange/Simon

McGroarty/Dooley

Smith/Grossman

Snow/assorted poor suckers

I will try to make more explicit assignments about specialty areas early next week. Remember: These are not chiseled in stone. These are not inalterable diktats. These are not orders that people must follow under any or all circumstances. They are guidelines, which means that some things will be negotiable.

In addition, I will invite people and teams to collaborate on speeches in which they may have expertise or interest. For instance, I would like the Grant/Cawley team to look over the

Snow/Simon shoulder on the American Business Council speech, since it will rehearse some of the themes they will have pioneered for the Houston Fast Track talk. If you see speeches that have been assigned to someone else, but for which you may have special expertise, please let me know. If it doesn't interfere with your other work, you generally will be welcome to join.

March 25, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

Not much to report: We have only three pieces due this week, a radio spot that will get out today, talking points for a PAS briefing on Thursday and the Martinez swearing-in on Thursday. Since our platters are relatively empty this week, we ought to get cracking on some of the important speeches in weeks ahead. Let's get together to talk these over.

The California/Texas trip continues to take shape. It looks as if POTUS will talk in California with a group of Hispanic business leaders. He should unveil his fast-track talk there. Perhaps we can add a few bells and whistles for the fast-track breakfast (also with Hispanic business types) in Houston. He'll also have a brief meeting with Mexican President Salinas; we probably won't have to write anything for that get-together.

Once again, the Infant Mortality briefing is in danger. It seems that a bunch of Great Lakes governors will meet in Chicago that same day to talk about an environmental initiative that has been 12 years in the making. Stay tuned.

Researchers: Today's the day to start setting up long-range research goals. We'll discuss them when we meet.

Withdrawal/Redaction Sheet (George Bush Library)

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04. Memo	Tony Snow to Speechwriters, Researchers, re: 9:30 Meeting. (3 pp.)	03/22/91	(b)(2)	

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Subseries:
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THE WHITE HOUSE

March 23, 1992

WASHINGTON

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

Not much news today: Lamar Alexander will be sworn in as Education Secretary Friday at the Air and Space Museum. This was his second choice, but the governor wasn't willing to hold a ceremony at the Jefferson Memorial. One inauguration is enough, he reportedly said.

The president also may hold a press conference tomorrow, using an opening statement about crime. The preliminary idea is to talk about the beating in Los Angeles and the murder of a young serviceman in Detroit.

The president would deplore police brutality without getting mucked up in the details of the Los Angeles incident. The message would be that we fight for a rule of law everywhere, especially within our borders, and we cannot allow anyone to act as if they were above the law.

At the same time, he could bemoan the explosion of violence in inner cities by discussing the Detroit incident. We could fold in some crime-package stuff and talk about the necessity of creating streets on which returning servicemen can walk freely. We might want to describe such crime as urban terrorism, not unlike what Saddam Hussein visited upon Kuwait. The point is, we ought to put together something that captures the nation's outrage at both incidents, while promoting some very specific portions of the crime package.

Otherwise, nothing is happening. The long-range schedule includes nothing of spectacular import, although it seems clear that we'll be adding an Hispanic university of some description to the commencement circuit.

Office notes:

- 1) Let's work on slightly shorter speeches, toasts, and everything else. You know how the boss is.
- 2) I've started a new system for storing speeches on floppy disks, but haven't told everyone. At any rate, I will do final edits on the floppy disk that we'll keep with the speech file. You will be able to identify the relevant copy by the fact that it always will be followed by .TS. The Lech arrival, for instance, was LECHARR.TS. Writers or researchers doing mop-up operations should do all the work on this copy.
- 3) I'd like to ask researchers who go on pre-advance to take cameras along and shoot pictures of event sites. This will help us punch up speeches and build in gratuitous and effective applause lines.

PD

- 1 - Neg
- 1 - MR
- 1 - Neg
- 1 - CS
- 1 - MK
- 1 - TS

BS

- 1 - Ed
- 1 - TS
- 1 - TS
- 1 - TS
- 1 - ML

CB

- 1 - TS
- 1 - BH
- 1 - BH
- 1 - CM
- 1 - TS
- 1 - ML

JG

- 1 - ML
- 1 - ML
- 1 - BH
- 1 - ML
- 1 - ML
- 1 - BH

CC

- 1 - TS
- 1 - Neg
- 1 - MR
- 1 - BH
- 1 - CS

Withdrawal/Redaction Sheet

(George Bush Library)

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05. Memo	Tony Snow to Speechwriters, Researchers, re: 9:30 Meeting. (2 pp.)	03/18/91	(b)(2)	

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THE WHITE HOUSE

WASHINGTON

June 12, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

I've been a bad boss: I haven't peppered you with a 9:30 memo in some time. Well, now I'm making amends. Although there was no 9:30 meeting today, we do need to cover a few things.

Office stuff:

It's getting old hat, but I like it: You've been doing spectacular work. The speeches are getting great press, and POTUS seems happy with them. We've even merited a scathing lead editorial in The New Republic. When was the last time we could boast of that?

Still, I know a number of you are getting burned out by the sheer volume of work, and by the fact that I seem to be getting things done late in the day -- forcing you all to stay far longer than you should.

I'd like to suggest a series of little steps that can solve this problem, and make our lives easier. The sweetener: The prospect of more time with POTUS.

I'll start at the top (these comments are for writers, but I need researchers to help keep them honest):

1) Draft an outline of every speech longer than 3 pages. In most cases, you will have to think through a topic and work with researchers before you even start the outline. This is good: It means the outline will provide a good starting point for discussions with me.

More importantly: If we can produce outlines on a timely basis, we can use them as a means of getting Quality Time with POTUS. David has agreed to submit scheduling requests on a regular basis (say, every two weeks), for a meeting to discuss coming speeches. This won't work if you don't have outlines, however.

2) Treat editing suggestions with tender loving care. I find that some writers like to listen to my suggestions, but not to act upon them. Trust me, I don't make them just for fun, and

THE WHITE HOUSE

WASHINGTON

2

in some cases speeches have gone to staffing without the recommended suggestions -- only to get bashed for failing to make the recommended suggestions. Let's work to improve our collegial relations even more. I want everyone to be happy -- and I want to stress that I'm EXTREMELY happy with your effort and work.

3) You will handle the first cut on reconciliation, but you need to do it properly. On most speeches, Tina puts together a master copy of the speech. This lists all staff suggestions, and the source.

Don't begin reconciling without this master; use it as your guide in reconciliation. As you reconcile, go through each suggestion on the master, and place a check or an X nearby. This will let me know what you have accepted and rejected. When you've reconciled the piece to your satisfaction, bring it to me, and I'll make any final touch-ups.

To repeat: Please use the master copy as your guide, and please indicate your changes. This will make life easier for us all.

Finally, if you have special questions or gripes about staffing comments, don't hesitate to come in and discuss them with me while you're reconciling. If I don't know the answer, I'll just bump it up to David.

4) Finally, we need to schedule an end-of-commencement season blowout. David wants to attend, so it will follow next week's trip to California and points east. Let's talk it over at our next meeting.

COMING EVENTS:

1) Fred Talbott, a journalism professor at Old Dominion University, will regale us with tales of humor writing this Thursday at 5 or 5:30, depending upon what time he arrives. This should be fun, so feel free to attend. Credenza hour will follow, and Fred promises to teach me how to pull off a lively happy hour.

2) Friday morning: Big Ole Writing meeting. One topic: Think about atmospherics at a speech: The place, the audience, the politics. I've suggested to David that we send writers (in addition to researchers) on local pre-advance, when schedules permit. That way, we can get a better feel for the event.

Also, (I'm putting him on the spot here) Dan will tell a little Delaware horror story that will shed light on the importance of thinking about such things as the staging of an event.

April 23, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

First, my apologies for missing today's 8:30 meeting. I was wrestling with a clogged bathtub drain -- and the plumber won. Let's try again tomorrow: 8:30.

Now, to the 9:30: The highlight was that David has been asked to produce a three-month communications plan, in the fond hope that we might be able to unveil the domestic agenda in a coherent and consistent manner. We all wish him the best of luck.

Otherwise, not much is new. Tomorrow should mark the turning point, for good or ill, on the Tempest in a Teapot regarding Gov. Sununu's travels. (I can't believe some smart Alec hasn't yet declared them "Governor's Travels." Perhaps no one reads Swift anymore.) And that's about it.

So, on to staff stuff:

The only real news here is commencements, commencements, commencements. Phil Brady has sent along a suggested list of deadlines for the commencement addresses. They sound reasonable, so here they are:

<u>Location</u>	<u>Date</u>	<u>For Staffing</u>	<u>To POTUS</u>
Michigan	5/4	4/29 (Monday)	5/1
Princeton	5/10	5/6	5/6
Hampton	5/12	5/6	5/8
USAF	5/29	5/22	5/24
USMA	6/1	5/24	5/28
CalTech	6/14	6/7	6/11

These speeches will be upon us before we know it, so I need to get together soon with each relevant speech team. As I said earlier, the original outline has survived pretty much intact. Nevertheless, I want to talk matters over before we write each speech. That will prevent unnecessary and unwanted rewrites.

May 15, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

We covered a good deal of ground in today's 9:30 meeting. First, everyone seems THRILLED with the work done by the Smith/Grossman team on all the remarks for the Queen -- even those that weren't used. Laurie Firestone evidently praised the toast as "almost lyrical." Hell, it was lyrical. Smith and Grossman, take a bow.

Now, for coming events:

The President will travel to Minneapolis on May 22 for an education event. With any luck, he will unveil the Educational Excellence Act there, and he'll probably visit a school that already incorporates lots of the education goals. I'll call Cabinet Affairs today and see if they can get us any advance stuff on the bill. David also is sending some stuff over today.

The following day POTUS will address a teleconference of NBC poohbahs. They'll be in Carnegie Hall; he'll be here. Theme of the five-minute talk: The domestic agenda, with an emphasis on the 100 days.

The Cuban event in Miami has been cancelled.

We'll probably have to put together some brief remarks or talking points for a 5/25 fundraiser in Massachusetts for Edward Pierce, the Republican running to fill Mario Biaggi's seat.

There's also likely to be an education talk before the Education Goals Panel. That's scheduled tentatively for June 4. Finally, it looks as if there will be a Soviet summit late in June. Details to come.

Otherwise, everyone continues to do great work. Keep it up!

Now, to the 9:30: The highlight was that David has been asked to produce a three-month communications plan, in the fond hope that we might be able to unveil the domestic agenda in a coherent and consistent manner. We all wish him the best of luck.

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USMA	6/1	5/24	5/28
CalTech	6/14	6/7	6/11

These speeches will be upon us before we know it, so I need to get together soon with each relevant speech team. As I said earlier, the original outline has survived pretty much intact. Nevertheless, I want to talk matters over before we write each speech. That will prevent unnecessary and unwanted rewrites.

April 22, 1991

To: Speechwriters, researchers

From: Tony Snow

Re: 9:30 meeting

Again, no 9:30, but there are a couple of important notes.

First, we **MUST, MUST, MUST** make sure we get acknowledgments right, even if it means being a total pain in the ass to cabinet affairs, advance and anyone else involved in an event. We suffered another SNAFU this morning, when we forgot to include Lamar Alexander in the acknowledgments for the Duke/Tennessee event. We just can't let this sort of thing happen to us. It doesn't matter if others are at fault, we get the blame. Just ask Phil Brady & Co.

So: If anyone has any suggestions about how to make the acknowledgments system work better, or about how to construct a system in which we get information on a timely bases, let me know. Otherwise, be warned: Writers and researchers (not just researchers) will be held accountable for lapses.

Second, here's the list of pieces due this week:
Wednesday: NSA awards ceremony: McGroarty/Dooley
Wednesday: Great American workout: McGroarty/Dooley
Friday: Michigan commencement: Snow/Grossman.

Third, David Demarest and I met Friday with Gen. Scowcroft, Bob Gates and the usual suspects at NSC. The good news is that our original scheme for commencement addresses has survived, more or less intact. We've changed the spin on Princeton -- it will focus primarily on Presidential vs. Congressional powers -- but the others follow the general outlines contained in last month's memo to Gov. Sununu. My advice is to take the next couple of weeks, which are relatively slow, and begin generating outlines for the speeches.

I would like to meet with writer/researcher teams before they begin the actual writing of drafts, and would like to review outlines with them. This will prevent misunderstandings and give us time to work together in putting together a first-rate batch of speeches.

Last week's education rollout demonstrated the power of a good offense, particularly in domestic policy. I recommend that we use this example to put together aggressive, forward-looking addresses at commencement time. Keep in mind that these speeches in many significant respects will set the tone for the 1992 presidential campaign, and also should supply the beef for many parts of the president's domestic agenda. We all saw during the Oval Office meeting that the president wants to develop a

vigorous, aggressive domestic agenda: We should do our best to give him what he wants.

Thus, while our commencement speeches ought to contain the requisite amount of lofty rhetoric, they also ought to have lots of solid policy stuff in them. Princeton, for instance, ought to describe the president's own views of the presidency -- and should contain a series of tacit challenges to Congress, particularly with regard to presidential powers, congressional profligacy, and the sanctity of democracy; a sanctity often violated by gerrymandering, the proliferation of congressional perks, etc. The real theme ought to be how to make democracy work, with the clear implication that we can do better than we're doing now.

I'll want outlines for the first batch of commencements (Michigan, Princeton, Hampton) this week; I'll want outlines for the second block (Air Force, West Point, Caltech) by May 6. Don't be afraid to push hard for things that might seem a little controversial or risky: I'll let you know if you're getting too nutty. The real key is to have fun: We've now received full permission to put together the broad outlines of domestic policy, with some foreign policy stuff thrown in. Let's run with it.

Fourth, I hope to begin the much-discussed seminar series next with with a presentation by Iris Burnette, who will attempt in her own unique way to help us develop better ears for listening to the president's speech patterns, and writing user-friendly speeches for the boss. More details on that tomorrow.