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Folder Title:
Government Palace Remarks, Monterrey, Mexico 11/26/90 [OA7563] [1]

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(Lange/Cawley)
November 20, 1990
3:30 p.m.
[MEX.DOC]

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Monday
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Foster
file 4:00

PRESIDENTIAL REMARKS: GOVERNMENT PALACE
MONTERREY, MEXICO
THURSDAY, NOVEMBER 26, 1990
[6:30 P.M.]

Christina
Alma

[[President Salinas, Governor Trevino, Mayor Rizzo, friends
and neighbors.]]

Barbara and I are honored by all you have done. For all of
the work that has gone into preparations for our visit -- muchas
gracias. Estamos Somos muy agradecidos. \\\

450388
450448

It is an honor to stand with you, before this magnificent
palace, at such a promising moment in our shared history. For I
believe that our two peoples are now on the eve of an era more
cooperative, and more prosperous, than any we have ever known.

Not far from this plaza, the mountains stretch toward the
sky. In the sunlight, they can seem larger than life. But even
when obscured by darkness, their power is such that their
presence is always felt.

And so it is with our common potential. Our dreams and high
aspirations have always been with us. But those dreams are no
longer larger than life -- they're within our reach.

In this plaza, I stand before Mexico's greatest heroes.

206 Gibbons
MX Consulate
190

Hidalgo and Morelos, who set this great nation on the road
to independence. Juarez and Escobedo, who defined and defended
the principles of justice and freedom that guide Mexico even to
this day. And above all, the Mexican people themselves -- all of

you here tonight -- who are the lifeblood of this great city, and this great nation.

So I've come to Mexico with a message of respect, admiration, and hope for a brighter future, shared by our two countries. And I'm pleased to be working closely with your dynamic and visionary President, Carlos Salinas -- the architect of a breathtaking economic transformation, and a great leader. In his inaugural address, he expressed his "certainty that Mexico, because of its history, dimensions, and the quality of its people, deserves to hold a stronger position among the nations of the world." **President Salinas -- I agree. ///**

In our consultations, President Salinas and I are discussing how we can empower the people of our two nations -- toward a brighter and more prosperous future.

We want to work toward the free and fair trade so vital to creating jobs and enterprise in your economy and our own. We want to look for new progress against the scourge of drugs, so threatening to our youth. We have a precious environment to protect, and future generations to educate.

And there are challenges, too, in the world beyond our borders. The reconstruction of Central America, the restoration of stability in the Persian Gulf region, the successful conclusion of world trade talks -- these are also issues we are discussing together.

What we seek, ultimately, is a world that looks like the U.S.-Mexico relationship itself -- oriented toward cooperation,

*Salinas Inaugural
Jan 24*

communication, and respectful partnership in seizing the many opportunities ahead.

Looking out at you, and the figures of your great men, it's clear to me that history is on our side. We are joined by our faith in freedom. In the words of a great son of Mexico, Octavio Paz, liberty "is a movement of consciousness that leads us, at certain moments, to utter one of two words: Yes, or No."

Together, let us say yes to liberty. Let us commence a new era for both our nations -- where what stretches between us is not a border, but a bridge.

With candor and mutual respect as our guides, let us cross over into a new era of shared progress and prosperity -- for a stronger Mexico, and stronger United States, and a better world.

Thank you for your warm reception. God bless you all.

And viva Mexico!

#

New Republic
11-6-89
p. 90

Unc
CLASSIFICATION

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1. Foster Harbor

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CLASSIFICATION

**OTTO GRANADOS ROLDAN
PRESS SECRETARY TO THE PRESIDENT**

Born in Aguascalientes on November 24, 1956, Mr. Granados studied law at the National Autonomous University and obtained a master's degree in Political Science at the Colegio de Mexico. He was director of the Analysis Department of the Center for Documentation and Information of the Grand Commission of the Chamber of Deputies (1977-78); Coordinator of Publications at the Secretariat of the Interior (1978-79); private Secretary to the Secretary of Public Education (1982-85); political advisor at the Mexican Embassy in Madrid, Spain (1985-1986); Chief Administrative Officer at the Secretariat of Programming and Budget (1986-87); and media coordinator for President-elect Carlos Salinas de Gortari (1988).

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

BERNARD W. ARONSON
ASSISTANT SECRETARY FOR INTER-AMERICAN
AFFAIRS

Born May 16, 1946
1967 Bachelor's degree with honors, University of Chicago
1969-70 VISTA volunteer in Appalachia, 1969-1970
1970-71 Staff, Council of Southern Mountains, Kentucky
1971-72 Staff writer, The Raleigh Register, West Virginia
1973-77 Assistant to the president, United Mine Workers of America
1977-81 White House Staff member under President Carter; special assistant and speechwriter to Vice President Walter Mondale; deputy assistant to the President in the Office of the Chief of Staff
1981-83 Director of policy, Democratic National Committee, and director of the Democratic National Strategy Council
1984 Director, The Policy Project
1989- Assistant Secretary for Inter-American Affairs
Married.

U. S. DELEGATION
MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS
TOURISM - RESTAURANTS - SHOPPING
HEALTH - SECURITY
MAPS
CURRENCY EXCHANGE - NOTES

**JOHN D. NEGROPONTE
U.S. AMBASSADOR TO MEXICO**

Ambassador Negroponte was nominated U.S. Ambassador to Mexico by President George Bush on February 21, 1989, confirmed by the Senate on June 14, 1989, and sworn in by Secretary of State James Baker on June 26, 1989.

He was born July 21, 1939 and received a B.A. degree from Yale University in 1960. A career Foreign Service Officer since 1960, he was appointed Deputy Assistant to the President for National Security Affairs in November, 1987.

Ambassador Negroponte served as Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs, 1985-87. He was Ambassador to Honduras, 1981-85, and received the Presidential Award for Meritorious Service in 1983 and 1987.

The Ambassador has served in Hong Kong, Saigon, Paris, Quito, Thessaloniki, and Tegucigalpa. He has worked on the National Security Council staff and at the Department of State. In Paris, he was a member of the U.S. delegation to the Vietnam peace talks. At the National Security Council, he directed the office of Vietnam, Laos and Cambodia affairs, 1970-73. He also served as Chief U.S. Fisheries Negotiator with the rank of Ambassador, 1977-79, and as Deputy Assistant Secretary of State in the Bureau of East Asian and Pacific Affairs, 1980-81.

The Ambassador has been a faculty member at the Georgetown University School of Foreign Service. He is married to Diana Villiers. They have four children.

**U.S. DELEGATION
MEXICAN DELEGATION**

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

ROBERT S. PASTORINO
DEPUTY CHIEF OF MISSION, U.S. EMBASSY

Mr. Pastorino was born in San Francisco, California and received a B.A. degree from California State University. He entered the Foreign Service in 1967.

Mr. Pastorino has served overseas in Caracas, Hermosillo, Lisbon, Bogota, Mexico City, and Tegucigalpa. In Mexico City from 1983 to 1986, he was Counselor for Economic Affairs and later Counselor for Political Affairs. In Tegucigalpa, he was Deputy Chief of Mission and Chargé d'Affaires.

In Washington, Mr. Pastorino was Special Assistant to the President and Senior Director for Latin American Affairs at the National Security Council. He was Deputy Assistant Secretary of Defense for Inter-American Affairs at the Pentagon, and had assignments in the State Department's Bureau of Economic and Business Affairs and the Bureau of Inter-American Affairs.

Mr. Pastorino is married to Frances Pastorino. They have three children.

U. S. DELEGATION
MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**CARLOS SALINAS DE GORTARI
PRESIDENT OF MEXICO**

Carlos Salinas de Gortari was sworn in as President of Mexico on December 1, 1988. He was born in Mexico city on April 3, 1948, and is married to Yolanda Cecilia Ooceli Carvajal. They have a daughter and two sons.

Mr. Salinas graduated in economics in 1969 from the National Autonomous University of Mexico. In 1972, he obtained a Master's Degree in Public Administration from Harvard University. In 1975, he obtained a Master's Degree in Political Economy and Government, and in 1978 a Ph.D. in Political Economy and Government, also at Harvard. He was Assistant Researcher at Harvard in 1974 and Professor of Public Finance at the Autonomous Technological Institute of Mexico in 1976.

Mr. Salinas joined the Institutional Revolutionary Party (PRI) in 1966. During the 1970s he combined political activities with teaching at PRI's Institute of Economic, Political and Social Studies.

In 1979 he was named Director General for Economic and Social Policy in the Programming and Budget Secretariat, and in 1982 was named Secretary of Programming and Budget in the cabinet of President De la Madrid.

The PRI nominated Mr. Salinas its candidate for the presidency of Mexico on October 4, 1987. On July 6, 1988, he was elected President of the United Mexican States, and took office on December 1, 1988. His term expires on November 30, 1994.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**CECILIA OCCELLI DE SALINAS
FIRST LADY OF MEXICO**

Cecilia Occeili de Salinas was born in Mexico City on June 15, 1949, the seventh of nine children.

After graduating from High School, Mrs. Salinas completed several courses on Mexican history and art history, as well as business courses, and graduated from the College for Cultural Courses in Mexico City.

Mrs. Salinas is committed to Mexico's children, senior citizens and youth. She is the mother of three children: Cecilia, Carlos Emiliano and Juan Cristobal.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**FERNANDO SOLANA MORALES
SECRETARY OF FOREIGN RELATIONS**

Born in Mexico City on February 8, 1931, he earned degrees in civil engineering in 1952 and philosophy in 1956 from the National Autonomous University of Mexico (UNAM). He later received undergraduate degrees in political science and public administration in 1964 at the same university.

He worked as a journalist in the 1950s and 1960s, and taught at UNAM and at the National School of Economics. He has been a member of the Institutional Revolutionary Party (PRI) since 1952, and was a member of its Council for Political Economic and Social Studies from 1975-78.

He was Secretary of Commerce from 1976 to 1977, Secretary of Public Education from 1977 to 1982, and Director General of Banamex from 1982 to 1988. Mr. Solana took office as Mexico's Secretary of Foreign Relations on December 1, 1988.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**LIEUTENANT GENERAL ANTONIO
RIVIELLO BAZAN
SECRETARY OF NATIONAL DEFENSE**

Born in Mexico City on November 21, 1926, he began his professional training at Mexico's Military Academy in 1942. He has been a Staff Officer since 1953, when he graduated from the Advanced School of War. He has held many positions of responsibility as a staff officer. Prior to being promoted to general, he served as second in command and commander of troop units of the Mexican Army. Since 1973, when he was promoted to brigadier general, he has been the commander of several important military zones throughout Mexico. In 1983 he was appointed Inspector and Comptroller-General of the Army and Air Force, a position which he has held on two occasions. He was Military and Air Attaché at the Mexican Embassy in Spain. Until November 1988, he held the position of Commander of the First Army Corps.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**ENRIQUE ALVAREZ DEL CASTILLO
LABASTIDA
ATTORNEY-GENERAL**

Born in Guadalajara, Jalisco State, on November 13, 1923, he obtained a law degree at Mexico's National Autonomous University in 1947, and earned a J.D. degree at the same institution in 1977. He served in the House of Representatives where he headed the Budget and Public Accounts Committee. He was Governor of Jalisco State until November, 1988. In his public career he has held the positions of Secretary-General of the Mexican Social Security Institute, General Manager of the National Power Company, and Magistrate in Mexico's Supreme Court.

He has taught law at the National Autonomous University of Mexico. He received the Spirit of Freedom award granted to the Mexican Government by PRIDE in 1989.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**PEDRO CARLOS ASPE ARMELLA
SECRETARY OF FINANCE
AND PUBLIC CREDIT**

Born in Mexico City, on July 7, 1950, he earned a Bachelor's degree in economics from the Autonomous Institute of Mexico (ITAM), and a Ph.D. in economics, with a specialization in monetary theory, from the Massachusetts Institute of Technology. He was a Fulbright professor at MIT, and taught economics at ITAM. He was economic advisor to the Treasury Secretariat from 1978 to 1982; President of the National Institute of Statistics, Geography and Information from 1982 to 1985; Undersecretary of Planning and Budget Control from 1985 to 1987, and Secretary of Planning and Budget from 1987 to 1988.

MEXICAN DELEGATION
MEXICO - MONTERREY - AGUALEGUAS
TOURISM - RESTAURANTS - SHOPPING
HEALTH - SECURITY
MAPS
CURRENCY EXCHANGE - NOTES

**JAIME SERRA PUCHE
SECRETARY OF TRADE AND INDUSTRIAL
DEVELOPMENT**

Born in Mexico City on January 11, 1951, Mr. Serra studied political science at the National Autonomous University, graduating in 1974. He obtained a masters degree from The Colegio de Mexico in 1975, and a Ph.D. in Economica from Yale University. He was advisor to the Office of Industrial Investment of the Secretariat of National Properties and Industrial Development in 1977.

Mr. Serra has served as advisor to the Secretary of Finance and Public Credit (1979-82); advisor to the Technical Office of the National Commission for Workers Profit Sharing (1984-85); Under Secretary for Revenue (1986-88), and consultant in Economic Affairs for President-elect Carlos Salinas de Gortari (1988). He served as interim director and director of the Center for Economic Studies of The Colegio de Mexico (1981-82 and 1983-86). He was appointed Secretary of Trade and Industrial Development (SECOFI) in December, 1988.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**PATRICIO CHIRINOS CALERO
SECRETARY OF URBAN DEVELOPMENT AND
ECOLOGY**

Born in Panuco, Veracruz, on July 27, 1939, he studied Economics at UNAM and graduated in 1964. He served in the State of Veracruz Legislature; in Mexico City's administration from 1968 to 1970; at the Secretariat of the Interior from 1976 to 1977; at the Secretariat of Labor and Social Welfare from 1977 to 1981, and at the Secretariat of Programming and Budget from 1982 to 1987.

He was a member of the liaison group between the administration of President Miguel de la Madrid and that of President Carlos Salinas de Gortari. He has taught at the Center for Foreign Students at the UNAM and at the political institute of the PRI. He was Assistant Director of the PRI's Institute for Political, Economic and Social Studies (IEPES) from 1972 to 1975. He served as coordinator for the Office of the Deputy Director of Political Studies of IEPES from 1981 to 1982, and Secretary of Electoral Action of the National Executive Committee from 1987 to November 1988.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**MANUEL BARTLETT DIAZ
SECRETARY OF PUBLIC EDUCATION**

Born in Puebla on February 23, 1936, Mr. Bartlett received a bachelor's degree in Law from the National Autonomous University of Mexico (UNAM) in 1959, in M.L. at the University of Paris in 1961, a J.D. from UNAM in 1968, and did graduate work at Victoria University, England, 1968-69. He served as advisor to the Director General for Credit in the Secretariat of Finance and Public Credit from 1962 through 1964. He served as Secretary of the Federal Electoral Commission from 1970 through 1976; Secretary of the Board of Directors of the National Bank for Cooperative Development from 1976 through 1979; Director-in-Chief of Political Affairs of the Secretariat of Foreign Affairs from 1976 through 1979; advisor to the Secretary of Programming and Budget from 1979 through 1981; and Secretary of the Interior from 1982 through November, 1988.

He taught at the Faculty of Law of the UNAM (1962-66). In the PRI he served as Assistant Secretary of the National Executive Committee (1964-1968); as Coordinator of the presidential campaign (1981); and as Secretary-General of the National Executive Committee (1981 - 1982).

MEXICAN DELEGATION
MEXICO - MONTERREY - AGUALEGUAS
TOURISM - RESTAURANTS - SHOPPING
HEALTH - SECURITY
MAPS
CURRENCY EXCHANGE - NOTES

**ANDRES CASO LOMBARDO
SECRETARY OF COMMUNICATIONS AND
TRANSPORTATION**

Born in Mexico City on September 16, 1924, Mr. Caso studied economics at the National Autonomous University, graduating in 1950. He held a number of positions at the Secretariat of Communications and Public Works (1956-64), and at PEMEX (1965-70). He also served as advisor to the President for the Administrative Reform Program (1977-82); General Comptroller at the Federal Electricity Commission (1976-80); Director General of Mexico's Airports (1982-85); and Director General of the National Railways (1986-88).

He taught at the National Autonomous University, and at the National School for Public Administration of Brazil. He has been a longstanding member of the PRI where he coordinated the Commission to Modernize the Public Sector (1988).

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**MARIA DE LOS ANGELES MORENO URIBEGAS
SECRETARY OF FISHERIES**

Born in Mexico City on January 15, 1945, she studied economics at the National Autonomous University (UNAM) and did postgraduate studies in socio-economic planning at the Social Studies Institute of the Foundation for International Cooperation at the University of the Netherlands. She was a researcher at the Secretariat of Finance and Public Credit (1969-72); director of the Department of Public Debt (1975-75); and assistant director of the Department of Economic Studies (1975). She also held various positions at the Secretariat of Labor (1975-82).

She was Assistant Secretary of Programming and Budget for Social and Rural Development (1982-86) and Assistant Secretary for Social and Regional Development (1986-88). She has taught at the National School of Economics and at UNAM.

MEXICAN DELEGATION
MEXICO - MONTERREY - AGUALEGUAS
TOURISM - RESTAURANTS - SHOPPING
HEALTH - SECURITY
MAPS
CURRENCY EXCHANGE - NOTES

**BRIGADIER GENERAL
ARTURO CARDONA MARINO
CHIEF OF STAFF
OF THE PRESIDENT OF THE REPUBLIC**

Born in Coacoyula de Alvarez in the State of Guerrero on March 25, 1930, he specialized in artillery at Mexico's Heroic Military Academy. He did an undergraduate degree in military administration at the Advanced School of War. He has served as head of Section 4 of the Staff Officers of the Secretariat of National Defense; Commander of the First Infantry Battalion of the Presidential Guards; private secretary to the head of the Presidential Chief of Staff Officers and assistant operational chief of that military corps.

He was assistant Military and Air attaché at the Mexican Embassy in Washington, D.C. He has had assignments in the Federal Republic of Germany, the USSR, Bulgaria, Canada, Argentina, Brazil, Colombia, Venezuela, the United Kingdom, France, Belgium, India, Japan and the Peoples Republic of China. He holds the rank of Brigadier General.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

**JOSE CORDOBA MONTOYA
HEAD OF THE PRESIDENT'S OFFICE
COORDINATION**

Born in France on June 1, 1950, Mr. Cordoba is a naturalized Mexican citizen. He studied engineering at the Ecole Polytechnique in Paris and did postgraduate studies at Stanford University. He was Director of Regional Planning at the Secretariat of Programming and Budget (1980-81), and Director-General of Economics and Social Policy (1982-83 and 1985-87). He has played a significant role in the planning of Mexico's economic and foreign policy. He was special advisor to President-elect Carlos Salinas de Gortari from 1987 through 1988.

MEXICAN DELEGATION

MEXICO - MONTERREY - AGUALEGUAS

TOURISM - RESTAURANTS - SHOPPING

HEALTH - SECURITY

MAPS

CURRENCY EXCHANGE - NOTES

GOVERNOR'S PALACE \ MONTERREY, MEXICO
MONDAY, NOVEMBER 26, 1990 \ 6:00 P.M.

PRESIDENT SALINAS AND MRS. SALINAS, GOVERNOR AND
MRS. TREVINO, MAYOR RIZZO AND MRS. RIZZO. SECRETARY
BRADY, ATTORNEY GENERAL THORNBURG, SECRETARY MOSBACHER,
AMBASSADOR HILLS, AND DEPUTY SECRETARY EAGLEBURGER.
FRIENDS AND NEIGHBORS. BARBARA AND I ARE HONORED BY
ALL YOU HAVE DONE. FOR ALL OF THE WORK THAT HAS GONE
INTO PREPARATIONS FOR OUR VISIT -- MUCHAS GRACIAS.

- 2 -

IT IS AN HONOR TO STAND WITH YOU, BEFORE THIS
MAGNIFICENT PALACE, AT SUCH A PROMISING MOMENT IN OUR
SHARED HISTORY. FOR I BELIEVE THAT OUR TWO PEOPLES ARE
NOW ON THE EVE OF AN ERA MORE COOPERATIVE, AND MORE
PROSPEROUS, THAN ANY WE HAVE EVER KNOWN.

NOT FAR FROM THIS PLAZA, THE MOUNTAINS STRETCH
TOWARD THE SKY. IN THE SUNLIGHT, THEY CAN SEEM LARGER
THAN LIFE. BUT EVEN WHEN OBSCURED BY DARKNESS, THEIR
POWER IS SUCH THAT THEIR PRESENCE IS ALWAYS FELT.

cc: Foster
Admin. Reilly * MX

AND SO IT IS WITH OUR COMMON POTENTIAL. OUR DREAMS AND HIGH ASPIRATIONS HAVE ALWAYS BEEN WITH US. BUT THOSE DREAMS ARE NO LONGER LARGER THAN LIFE -- THEY'RE WITHIN OUR REACH.

IN THIS PLAZA, I CAN STAND BEFORE MEXICO'S GREATEST HEROES.

HIDALGO AND MORELOS, WHO SET THIS GREAT NATION ON THE ROAD TO INDEPENDENCE. JUAREZ AND ESCOBEDO, WHO DEFINED AND DEFENDED THE PRINCIPLES OF JUSTICE AND FREEDOM THAT GUIDE MEXICO EVEN TO THIS DAY.

AND ABOVE ALL, THE MEXICAN PEOPLE THEMSELVES -- ALL OF YOU HERE TONIGHT -- WHO ARE THE LIFEBLOOD OF THIS GREAT CITY, AND THIS GREAT NATION.

SO, I'VE COME TO MEXICO WITH A MESSAGE OF RESPECT, ADMIRATION, AND HOPE FOR A BRIGHTER FUTURE, SHARED BY OUR TWO COUNTRIES. AND I'M PLEASED TO BE WORKING CLOSELY WITH YOUR DYNAMIC AND CREATIVE PRESIDENT, CARLOS SALINAS -- THE ARCHITECT OF A BREATHTAKING ECONOMIC TRANSFORMATION, AND A GREAT LEADER.

IN HIS INAUGURAL ADDRESS, HE EXPRESSED HIS "CERTAINTY THAT MEXICO, BECAUSE OF ITS HISTORY, DIMENSIONS, AND THE QUALITY OF ITS PEOPLE, DESERVES TO HOLD A STRONGER POSITION AMONG THE NATIONS OF THE WORLD." PRESIDENT SALINAS -- I AGREE. \\\

IN OUR CONSULTATIONS, PRESIDENT SALINAS AND I ARE DISCUSSING HOW WE CAN ACHIEVE A BRIGHTER AND MORE PROSPEROUS FUTURE FOR BOTH OUR NATIONS. I BELIEVE THAT U.S.-MEXICAN RELATIONS HAVE NEVER BEEN BETTER.

I KNOW THAT THIS RELATIONSHIP IS OF VITAL IMPORTANCE TO MY COUNTRY. WE WILL NEVER NEGLECT IT. WE ARE NEIGHBORS AND FRIENDS.

WE WANT TO WORK TOWARD THE FREE AND OPEN TRADE SO VITAL TO CREATING JOBS AND ENTERPRISE IN YOUR ECONOMY AND OUR OWN. WE WANT TO LOOK FOR NEW PROGRESS AGAINST THE SCOURGE OF DRUGS, SO THREATENING TO OUR YOUTH. WE HAVE A PRECIOUS ENVIRONMENT TO PROTECT, AND FUTURE GENERATIONS TO EDUCATE.

AND THERE ARE CHALLENGES, TOO, IN THE WORLD BEYOND OUR BORDERS. RECONSTRUCTION IN CENTRAL AMERICA, THE RESTORATION OF STABILITY IN THE PERSIAN GULF REGION, THE SUCCESSFUL CONCLUSION OF WORLD TRADE TALKS -- THESE ARE ALSO ISSUES WE ARE DISCUSSING TOGETHER.

WHAT WE SEEK, ULTIMATELY, IS A WORLD THAT REFLECTS THE U.S.-MEXICO RELATIONSHIP ITSELF -- ORIENTED TOWARD COOPERATION, COMMUNICATION, AND RESPECTFUL PARTNERSHIP IN SEIZING THE MANY OPPORTUNITIES AHEAD.

LOOKING OUT AT YOU, AND THE FIGURES OF YOUR GREAT MEN, IT'S CLEAR TO ME THAT HISTORY IS ON OUR SIDE. WE ARE JOINED BY OUR FAITH IN FREEDOM. IN THE WORDS OF A GREAT SON OF MEXICO, OCTAVIO PAZ, LIBERTY "IS A MOVEMENT OF CONSCIOUSNESS THAT LEADS US, AT CERTAIN MOMENTS, TO UTTER ONE OF TWO WORDS: YES, OR NO."

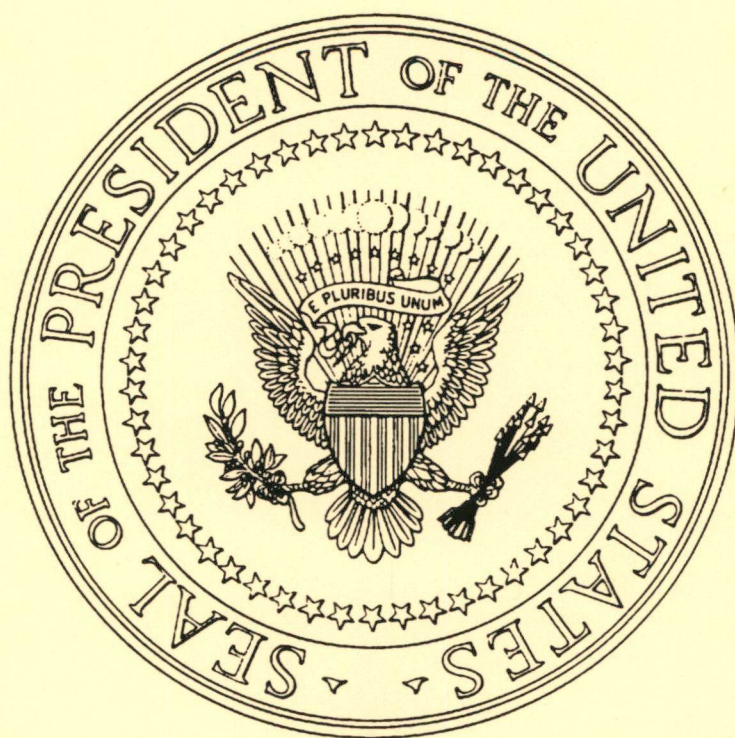
TOGETHER, LET US SAY YES TO LIBERTY. LET US COMMENCE A NEW ERA FOR BOTH OUR NATIONS -- WHERE WHAT STRETCHES BETWEEN US IS NOT A BARRIER, BUT A BRIDGE.

WITH CANDOR AND MUTUAL RESPECT AS OUR GUIDES, LET
US CROSS OVER INTO A NEW ERA OF SHARED PROGRESS AND
PROSPERITY -- FOR A STRONGER MEXICO, AND STRONGER
UNITED STATES, AND A BETTER WORLD.

THANK YOU FOR YOUR WARM RECEPTION. GOD BLESS YOU
ALL.

AND VIVA MEXICO!

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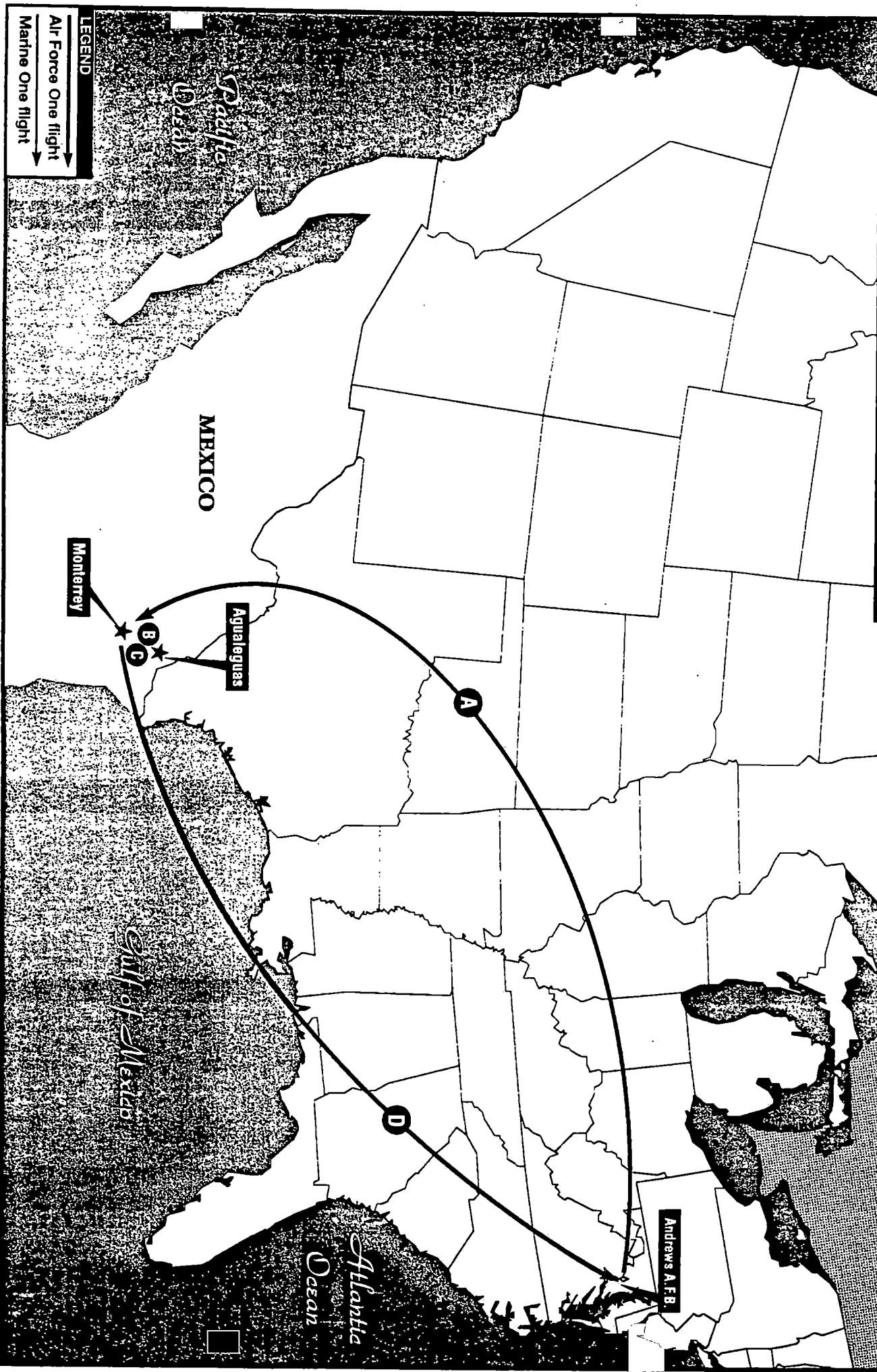


**THE TRIP OF
THE PRESIDENT & MRS. BUSH
TO
AGUALEGUAS
AND
MONTERREY, MEXICO**

November 26 - 27, 1990

From/To	Statute Miles	Flying Time
A Andrews A.F.B. to Monterrey, Mexico	1440	4 hours and 10 minutes
B Monterrey to Aguileguas, Mexico	55	30 minutes
C Aguileguas to Monterrey, Mexico	55	40 minutes
D Monterrey to Andrews A.F.B.	1440	3 hours and 5 minutes

The Trip of the President to
Monterrey and Aguileguas, Mexico
November 26 - 27, 1990



LEGEND
 Air Force One flight
 Marine One flight

OFFICIAL PARTY

TRIP OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

OFFICIAL DELEGATION

THE PRESIDENT

Mrs. Bush

The Honorable and Mrs. John D. Negroponte (Diana)
U.S. Ambassador to Mexico

The Honorable Nicholas Brady
Secretary of the Treasury

The Honorable Richard Thornburgh
United States Attorney General

The Honorable Robert Mosbacher
Secretary of Commerce

The Honorable Carla Hills
U.S. Trade Representative

The Honorable John H. Sununu
Chief of Staff to the President

The Honorable Brent Scowcroft
Assistant to the President for National Security Affairs

The Honorable James W. Cicconi
Assistant to the President and Deputy to the Chief of Staff

The Honorable David F. Demarest, Jr.
Assistant to the President for Communications

The Honorable Max M. Fitzwater
Assistant to the President and Press Secretary

The Honorable Sig Rogich
Assistant to the President for Public Events and Initiatives

White House Official Delegation, continued

The Honorable Lawrence Eagleburger
Deputy Secretary of State

The Honorable Joseph V. Reed
United States Chief of Protocol

The Honorable David C. Mulford
Under Secretary of the Treasury for International Affairs

The Honorable William K. Reilly
Administrator, Environmental Protection Agency

The Honorable Wayne Berman
Counselor to the Secretary, Department of Commerce

The Honorable Robert Zoellick
Counselor to the Secretary, Department of State

The Honorable Bernard Aronson
Assistant Secretary for Inter-American Affairs, Department of
State

The Honorable Carol Hallett
Commissioner, U.S. Customs Service, Department of the Treasury

The Honorable Robert Muller
Assistant Attorney General, Criminal Division

The Honorable Charles E. Roh, Jr.
Assistant U.S. Trade Representative, North America

The Honorable Roger Wallace
Deputy Under Secretary for International Trade, Department of
Commerce

The Honorable Sally Cowal
Deputy Assistant Secretary, Office of Mexican Affairs, Department
of State

The Honorable Ann Hughes
Deputy Assistant Secretary for Western Hemisphere, Department
of Commerce

The Honorable William Pryce
Special Assistant to the President and Senior Director of
Latin American Affairs, National Security Council

WHITE HOUSE TRAVELING PARTY

The Honorable John G. Keller, Jr.
Deputy Assistant to the President and Director of
Presidential Advance

The Honorable Roman Popadiuk
Deputy Assistant to the President and Deputy Press Secretary
for Foreign Affairs

The Honorable Patricia Presock
Deputy Assistant to the President

The Honorable Edward M. Rogers, Jr.
Deputy Assistant to the President and Executive Assistant to
the Chief of Staff

Bruce Caughman
The President's Aide

Doug Adair
Associate Director, Office of Cabinet Affairs

Greg Anthony
White House Transportation Office

Debbie Bird
Secretary, Office of Correspondence

Jeannie Bull
Chief Presidential and Vice Presidential Travel Support Staff,
Department of State

Michael Busch
Staff Assistant, Office of the Press Secretary

Billy Dale
Director, White House Travel Office

Mark Davis
Speechwriter, Office of Communications

Laurie Firestone
White House Social Secretary

White House Traveling Party, continued

Florence Gantt
Special Assistant to General Scowcroft, National Security Council

Spencer Geissinger
Deputy Director for Press, Office of Presidential Advance

Wendy Gray
Administrative Assistant to the Executive Secretary, National
Security Council

Shannon Hamm
Staff Assistant, Office of the Press Secretary

John Herrick
Assistant Press Secretary

Evan Hughes
Special Assistant to the Secretary for Advance, Department
of Commerce

SFC Jackie Johnson
A/V, Office of White House Communications

Howard Jones
White House Transportation Office

LCDR Wayne Justice
Coast Guard Aide to the President

John Koloszar
White House Travel Office

Mike Lent
White House Television, White House Military Office

Millie Leatherman
Personal Assistant to the Deputy Secretary, Department of State

Christina Martin
Special Assistant to the Deputy Assistant for
Communications, Office of Communications

Sharon McGann
Assistant to the Secretary for Scheduling, Department of
the Treasury

White House Traveling Party, continued

Lynn McKenzie
Executive Assistant, Office of the Press Secretary

Arthur McQueeney
White House Transportation Office

Captain Skip Moyer
Deputy Director, White House Military Office

Dr. Michael Nash
Assistant White House Physician

Colonel Kenneth Nickel
Commander, White House Communications Agency

Jake L. Parmer
Deputy Director, Office of Presidential Advance

Anna Perez
Press Secretary to Mrs. Bush, Office of the First Lady

Carol Powers
Official Photographer

Robin Ross
Assistant to the Attorney General, Department of Justice

Sheila Stone
White House Television, White House Military Office

Dennis Stump
Aircraft Coordinator, White House Military Office

Peggy Swift
Personal Assistant to Mrs. Bush, Office of the First Lady

Diane Terpeluk
Director, Office of Business Liaison, Department of Commerce

David Valdez
President's Photographer

Dale Venters
White House Transportation Office

Phil Young
White House Transportation Office

SCHEDULE

THE WHITE HOUSE
WASHINGTON
-
SCHEDULE OF THE PRESIDENT AND MRS. BUSH
FOR
AGUALEGUAS AND MONTERREY, MEXICO
NOVEMBER 26 - 27, 1990

EVENTS:

Rodeo and Demonstration
Mexican Folk Dance Presentation
Private Luncheon with President and Mrs. Salinas
Informal Discussion with President Salinas
Arrival Ceremony
Mexican/American Businessmen's Breakfast
One on One Meeting with President Salinas
Expanded Bilateral Meeting
Joint Address to Monterrey Community
Drop By Meeting with Mexican/American Businessmen
Dedication Ceremony for Mexican/American Studies Programs
State Luncheon Hosted by President Salinas
Departure Ceremony

DRESS:

Events in Agualeguas

Men -Informal
Women -Informal

All Other Events

Men -Business Suit
Women -Day Dress

CONTACTS:

Presidential Advance Office	
John G. Keller, Jr.	- 202/456-7565
Trip Coordinator	
Kris Goodwin	- 202/456-7565
Monterrey, Mexico Signal	- 202/395-1500
	- 011-52-83-40-0220

ADVANCE:

Kevin Moley	-LEAD
Steve Ross	-PRESS
Eddie Marinzell	-USSS
Bill Lord	-WHCA
Wayne Justice	-MIL. AIDE
Michael Ruth	-AFI
Matt Fay	-HMX

WEATHER:

Partly Cloudy/Mid 70's

SCHEDULE OF THE PRESIDENT AND MRS. BUSH

FOR

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

Monday, November 26, 1990

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

- 6:05 am Baggage Call. Please place all unlocked baggage outside Room 89 1/2, O.E.O.B. at this time.
- 7:30 am Vans depart West Basement en route Andrews Air Force Base.
- 7:30 am Official Party and Staff with own transportation and with baggage should arrive Andrews Air Force Base, Distinguished Visitors' Lounge, at this time for check-in.
- 7:30 am Official Party and Staff with Saber radios should hand carry radios to the Distinguished Visitors' Lounge at this time for frequency change by a WHCA Representative for Mexico.
- 7:50 am Official Party and Staff with own transportation and without baggage should arrive Andrews Air Force Base, Distinguished Visitors' Lounge.

8:20 am

THE PRESIDENT and Mrs. Bush depart White House en route Andrews Air Force Base.

MARINE ONE MANIFEST:

THE PRESIDENT
Mrs. Bush
Gov. Sununu
Gen. Scowcroft
P. Presock
B. Caughman
Doctor
Mil. Aide
2 USSS

(Flying Time: 10 Minutes)

8:30 am THE PRESIDENT and Mrs. Bush arrive Andrews Air Force Base and proceed to board Air Force One.

8:35 am THE PRESIDENT and Mrs. Bush depart Andrews Air Force Base en route Monterrey, Mexico.
(E.S.T.)

(Flying Time: 4 Hours 10 Minutes)
(Interchange: Yes)
(Time Change: Back 1 Hour)
(Food Service: Breakfast)

11:45 am THE PRESIDENT and Mrs. Bush arrive General Mariano
(12:45 pm Escobedo International Airport, Monterrey, Mexico.
E.S.T.)

NOTE: Ambassador Joseph V. Reed, United State Chief of Protocol, will escort Ambassador and Mrs. John D. Negroponte (Diana), and Ambassador Jose Caballero, Mexican Chief of Protocol, on board Air Force One for Greetings.

11:47 am THE PRESIDENT and Mrs. Bush deplane and proceed to board Marine One.

Met by:

The Honorable Fernando Solana
Mexican Secretary of State

11:50 am

THE PRESIDENT and Mrs. Bush depart General Mariano Escobedo International Airport en route Agualeguas Landing Zone, Agualeguas, Mexico.

HELICOPTER ASSIGNMENTS:

Marine One:

THE PRESIDENT
Mrs. Bush
Gov. Sununu
Gen. Scowcroft
M. Fitzwater
B. Caughman
Doctor
Mil. Aide
2 USSS

Nighthawk II:

WHMO Director
Col. Nickel
WHCA T/O
Medic
9 USSS
1 GOM Security

Nighthawk III:

Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Sec. Solana
Dep. Sec. Eagleburger
J. Cicconi
D. Demarest
S. Rogich

Amb. Negroponte
Mrs. Negroponte
Amb. Caballero
Amb. Reed

Nighthawk IV:

J. Keller
K. Moley
R. Zoellick
B. Aronson
E. Rogers
P. Presock
W. Pryce
D. Valdez
P. Swift
Dr. Mohr
J. Parmer
D. Adair
F. Gantt
C. Martin
M. Davis
A. Perez
S. Haley
C. Powers
M. Farris
B. Earl
10 USSS/Security

Nighthawk V:

J. Herrick
S. Geissinger
S. Ross
Official Photographer
WHCA A/V
2 WHTV
1 USSS
26 Press

(Flying Time: 30 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Official Party Members and Staff not participating in Events in Agualeguas please board buses for transport to the Holiday Inn Crowne Plaza Hotel.

Room Assignment Lists will be in buses and available on arrival at Hotel. Keys will be in doors of Rooms. Staff Office is located in Room 1131.

12:20 pm

THE PRESIDENT and Mrs. Bush arrive Agualeguas Landing Zone and proceed to Motorcade.

Met by:

The Honorable and Mrs. Carlos Salinas de Gortari
(Cecilia)
President of Mexico

12:25 pm

THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, board Motorcade and depart Agualeguas Landing Zone en route Lienzo Charro Adriana Margarita Rodeo.

MOTORCADE ASSIGNMENTS:

Lead

Spare . B. Caughman
 Doctor
 K. Moley

LIMO THE PRESIDENT
 Pres. Salinas

Follow Up

Mexican Follow Up

First Lady Limo Mrs. Bush
 Mrs. Salinas

Follow Up

Mexican Follow Up

Control Gov. Sununu
 Gen. Scowcroft
 Mil. Aide

Support
(Van)

M. Fitzwater
S. Rogich
J. Keller
P. Swift
Official Photographer
Medic

WHCA

Guest I

J. Bush
C. Bush

Official Party I

Amb. Negroponte
Mrs. Negroponte
Sec. Solana
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Dep. Sec. Eagleburger
Amb. Reed
Amb. Caballero
D. Adair

Official Party II

B. Aronson
R. Zoellick
W. Pryce
J. Cicconi
D. Demarest
V. Hurtada

Camera I

Camera II

S. Geissinger

Staff Bus

All Remaining Staff

Press Van I

J. Herrick

Press Van II

Press Van III

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Official Party Members should follow behind THE PRESIDENT and Mrs. Bush at a slight distance and will be directed to designated seating in or near Presidential Box.

All other Guests and Staff should enter the same way and upon arrival will be directed to Staff Viewing Area.

Please board Motorcade no later than 1:20 pm for transport to Plaza Principal.

12:30 pm

THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Rodeo and proceed to Presidential Box.

Met by:

The Honorable and Mrs. Jorge Trevino (Cristina)
Governor of State of Nuevo Leon

The Honorable Reynaldo Canales
Mayor of Agualeguas

Mr. Cesar Santos
Director, Lienzo Charro Adriana Margarita Rodeo

EVENT: RODEO AND DEMONSTRATION

EXPANDED POOL

GIFT PRESENTATION

SIMULTANEOUS INTERPRETATION

12:35 pm

THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Presidential Box and begin viewing Rodeo.

NOTE: Upon arrival, THE PRESIDENT and President Salinas remain Standing for acknowledgement of Gift Presentation by Rodeo Master of Ceremonies.

1:30 pm THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, conclude viewing Rodeo, depart Presidential Box, and proceed to Motorcade.

1:35 pm THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, board Motorcade and depart Rodeo en route Plaza Principal.

MOTORCADE ASSIGNMENTS:

Same as on Arrival.

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Official Party Members should proceed directly from Motorcade to Town Hall Entrance and take up positions behind THE PRESIDENT and Mrs. Bush. Upon conclusion of Dance Presentation, Official Party Members should follow THE PRESIDENT and Mrs. Bush to the Salinas Family Residence, where they will be invited in for Refreshments before joining the rest of the Guests and Staff for separate Luncheon at Centro Cultural.

Other Guests and Staff will be directed to Staff Viewing Area upon arrival at Plaza Principal. Following Dance Presentation, Guests and Staff will be directed to Centro Cultural for Luncheon.

All Official Party Members and Staff
should board Motorcade no later than
4:20 pm for transport to Agualeguas
Landing Zone.

1:40 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Plaza Principal
and proceed via foot to Town Hall Front Steps.

EVENT: MEXICAN FOLK DANCE PRESENTATION

EXPANDED POOL

DANCE PRESENTATION

CONSECUTIVE INTERPRETATION

1:45 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Town Hall Front
Steps and begin viewing Dance Presentation.

2:20 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, conclude viewing
Dance Presentation and depart Town Hall Steps
via foot through Plaza Principal en route
President Salinas' Private Residence.

2:30 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive President
Salinas' Private Residence and proceed to
Courtyard.

EVENT: PRIVATE LUNCHEON WITH PRESIDENT AND MRS. SALINAS

CLOSED PRESS

2:35 pm THE PRESIDENT and Mrs. Bush arrive Courtyard
- and begin participation in Private Luncheon.

3:30 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, conclude
participation in Private Luncheon, depart
Courtyard, and proceed to Bungalow.

NOTE: Mrs. Bush and Mrs. Salinas will assume
separate schedule at this time.

EVENT: INFORMAL DISCUSSION WITH PRESIDENT SALINAS

CLOSED PRESS

U.S. PARTICIPANTS

MEXICAN PARTICIPANTS

THE PRESIDENT
Notetaker

President Salinas
Notetaker

3:35 pm THE PRESIDENT and President Salinas arrive
Bungalow and begin participation in Informal
Discussion.

4:05 pm THE PRESIDENT concludes participation in
Informal Discussion with President Salinas,
departs Bungalow, and proceeds to Suite.

NOTE: Mrs. Bush will rejoin THE PRESIDENT
at this time.

4:10 pm THE PRESIDENT and Mrs. Bush arrive Suite for
Private Time.

(PRIVATE TIME: 25 MINUTES)

4:35 pm THE PRESIDENT and Mrs. Bush depart Suite and
proceed to Motorcade.

4:40 pm

THE PRESIDENT and Mrs. Bush board Motorcade and depart President Salinas' Private Residence en route Agualeguas Landing Zone.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except;

LIMO	THE PRESIDENT
	Mrs. Bush

(Drive Time: 5 Minutes)

4:45 pm

THE PRESIDENT and Mrs. Bush arrive Agualeguas Landing Zone and proceed to board Marine One.

4:50 pm

THE PRESIDENT and Mrs. Bush depart Agualeguas Landing Zone en route Downtown Monterrey Landing Zone.

HELICOPTER ASSIGNMENTS:

Same as on Arrival.

(Flying Time: 45 Minutes)

5:35 pm

THE PRESIDENT and Mrs. Bush arrive Downtown Monterrey Landing Zone and proceed to Motorcade.

Met by:

The Honorable and Mrs. Carlos Salinas de Gortari
(Cecilia)
President of Mexico

The Honorable and Mrs. Socrates Rizzo (Alma)
Mayor of Monterrey

5:40 pm

THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, depart Downtown
- Monterrey Landing Zone en route Governor's Palace.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except:

LIMO	THE PRESIDENT Pres. Salinas
First Lady Limo	Mrs. Bush Mrs. Salinas
Official Party II	B. Aronson R. Zoellick W. Pryce J. Cicconi D. Demarest Mayor Rizzo Mrs. Rizzo T. Mitnacht

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Upon arrival, Official Party Members
should follow THE PRESIDENT and
Mrs. Bush at a slight distance to
the Dais. Official Party Members
will then be seated on the Dais
Stage Right.

All other Guests and Staff will be
escorted to Staff Viewing Area on
arrival.

Please board Motorcade no later than
6:45 pm for transport to Holiday
Inn Crowne Plaza.

5:45 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Governor's
Palace and proceed to Holding Room.

Met by:

The Honorable and Mrs. Jorge Trevino (Cristina)
Governor of State of Nuevo Leon

5:50 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Holding Room
and hold briefly.

5:55 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, depart Holding Room
and proceed to Heroes Plaza.

EVENT: ARRIVAL CEREMONY

OPEN PRESS

OFF-STAGE ANNOUNCEMENT

ANTHEMS

BRIEF REMARKS

FIREWORKS DISPLAY

KEY PRESENTATION

6:00 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Heroes Plaza,
are announced onto Stage, proceed to Seats, and
begin participation in Arrival Ceremony.

6:02 pm Mexican National Anthem

6:07 pm American National Anthem

6:12 pm Master of Ceremonies introduces
President Salinas for brief remarks.

6:19 pm THE PRESIDENT is introduced for Brief Remarks by
-Master of Ceremonies.

6:21 pm THE PRESIDENT gives Brief Remarks.

6:30 pm THE PRESIDENT concludes Brief Remarks and returns
to Seat on Dais.

6:31 pm Fireworks Display

6:45 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, conclude participation
in Arrival Ceremony, depart Heroes Plaza, and
proceed to Governor's Palace Foyer.

Met by:

The Honorable Socrates Rizzo
Mayor of Monterrey

6:50 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas and Mayor Rizzo,
arrive Foyer and begin participation Presentation
of Key to the City of Monterrey.

6:55 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, conclude participation
in Key Presentation, depart Foyer, and proceed to
Motorcade.

7:00 pm THE PRESIDENT and Mrs. Bush board Motorcade and
depart Governor's Palace en route Holiday Inn
Crowne Plaza Hotel.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except;

LIMO	THE PRESIDENT
	Mrs. Bush

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Upon arrival at the Holiday Inn Crowne Plaza, Official Party Members and Staff will be met by White House Advance Team Members and Embassy Personnel with Room Assignment Lists. Keys will be in the doors of the Rooms.

Room Assignment Lists will also be available in Motorcade vehicles.

7:05 pm

THE PRESIDENT and Mrs. Bush arrive Holiday Inn and proceed to Suite.

Met by:

Mr. Carlos Maldonado Quiroga
President Copamex, Crowne Plaza Hotels

Mr. Juan Bosco Maldonado Quiroga
President, Tourism Division of Copamex

Mr. Francisco Zinser
President, Holiday Inn Hotels of Mexico

7:10 pm

THE PRESIDENT and Mrs. Bush arrive Suite for RON.
RON Monterrey, Mexico

Tuesday, November 27, 1990

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Baggage Call will be at 8:30 am. Please place all unlocked baggage outside your door at this time.

Those Official Party Members and Staff attending Mexican/American Businessmen's Breakfast proceed directly to Jalisco Room at 7:45 am.

Official Party and Staff not attending Breakfast please board Motorcade no later than 8:50 am for transport to Museum de Nuevo Leon.

Those Official Party Members and Staff not attending the morning events should board vehicles at Hotel Main Entrance no later than 1:45 pm for transport to General Mariano Escobedo International Airport.

7:55 am

THE PRESIDENT departs Suite and proceeds to Jalisco Room.

NOTE: Mrs. Bush assumes separate schedule at this time.

Ambassador Reed will greet President Salinas upon arrival at the Holiday Inn Crowne Plaza and escort him to the Jalisco Room, where he will be met by THE PRESIDENT.

President Salinas will depart Jalisco Room approximately 5 minutes prior to THE PRESIDENT for transport to Museum de Nuevo Leon. Official Delegation participating in Breakfast should proceed to Motorcade at this time.

EVENT: MEXICAN/AMERICAN BUSINESSMEN'S BREAKFAST

EXPANDED POOL (AT BEGINNING ONLY)

U.S. OFFICIAL DELEGATION PARTICIPANTS

THE PRESIDENT
Amb. Negroponte
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Gov. Sununu
Gen. Scowcroft
Dep. Sec. Eagleburger

7:57 am THE PRESIDENT arrives Jalisco Room and receives President Salinas.

8:00 am THE PRESIDENT, accompanied by President Salinas, begins participation in Breakfast.

9:00 am THE PRESIDENT concludes participation in Breakfast, departs Jalisco Room, and proceeds to Motorcade.

9:05 am THE PRESIDENT boards Motorcade and departs Holiday Inn en route Museum de Nuevo Leon.

MOTORCADE ASSIGNMENTS:

Lead

Spare

LIMO

B. Caughman
Doctor
K. Moley

THE PRESIDENT

Follow Up

Mexican Follow Up

Control

Gov. Sununu
Gen. Scowcroft
Mil. Aide

Support
(Van)

M. Fitzwater
S. Rogich
J. Keller
Official Photographer
Medic

WHCA

Official Party I

Amb. Negroponte
Sec. Solana
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Dep. Sec. Eagleburger
Amb. Reed
Amb. Caballero
D. Adair

Official Party II

B. Aronson
W. Berman
R. Zoellick
B. Muller
C. Roh
S. Cowal
C. Hallett
A. Hughes
R. Wallace
W. Pryce
J. Cicconi
D. Demarest
T. Mittnacht

Camera I

Camera II

S. Geissinger

Staff Bus

All Remaining Staff

Press Van I

J. Herrick

Press Van II

Press Van III

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Official Party Members participating in Expanded Bilateral Meeting should proceed directly to Salon II upon arrival at Museum. All other Official Party Members and Staff will be directed to Staff Holding Room.

9:10 am THE PRESIDENT arrives Museum de Nuevo Leon and proceeds to Holding Room.

Met by:

The Honorable Carlos Salinas de Gortari
President of Mexico

Mr. Rolando Guzman
Director of State Libraries and Museums

9:12 am THE PRESIDENT, accompanied by President Salinas, arrives Holding Room and holds briefly.

9:14 am THE PRESIDENT, accompanied by President Salinas, departs Holding Room and proceeds to Salon I of the 19th Century.

EVENT: ONE ON ONE MEETING WITH PRESIDENT SALINAS

- TRAVEL POOL (AT BEGINNING ONLY)

U.S. PARTICIPANTS

MEXICAN PARTICIPANTS

THE PRESIDENT
Notetaker

President Salinas
Notetaker

9:16 am THE PRESIDENT, accompanied by President Salinas, arrives Salon I of the 19th Century, Second Floor, and begins participation in One on One Meeting.

9:46 am THE PRESIDENT, accompanied by President Salinas, concludes participation in One on One Meeting, departs Salon I of the 19th Century, and proceeds to Salon II.

EVENT: EXPANDED BILATERAL MEETING

TRAVEL POOL (AT BEGINNING ONLY)

SIMULTANEOUS INTERPRETATION

U.S. PARTICIPANTS

MEXICAN PARTICIPANTS

THE PRESIDENT
Amb. Negroponte
Sec. Brady
A.G. Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Gov. Sununu
Gen. Scowcroft
Dep. Sec. Eagleburger
M. Fitzwater
B. Aronson
W. Pryce
R. Zoellick
Interpreter

President Salinas
Sec. Solana
Amb. Petricioli
Mr. Aspe
Mr. Serra
Mr. Chairinos
Mr. Cordova
Mr. de Castillo
Mr. Mancera
Mr. Granados
Notetaker
Interpreter

9:50 am THE PRESIDENT, accompanied by President Salinas,
arrives Salon II and begins participation in
Expanded Bilateral Meeting.

10:30 am THE PRESIDENT, accompanied by President Salinas,
concludes participation in Expanded Bilateral
Meeting, departs Salon II, and proceeds to
Motorcade.

10:35 am THE PRESIDENT, accompanied by President Salinas,
boards Motorcade and departs Museum en route
Teatro de la Ciudad.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except;

LIMO	THE PRESIDENT Pres. Salinas
Official Party I	Amb. Negroponte Sec. Solana Sec. Brady AG Thornburgh Adm. Reilly Dep. Sec. Eagleburger Amb. Reed Amb. Caballero D. Adair

(Drive Time: 5 Minutes)

OFFICIAL PARTY AND STAFF INSTRUCTIONS:

Upon conclusion of Expanded Bilateral
Meeting, Official Party Members and
Staff should proceed directly to
Motorcade.

Secretary Mosbacher and Ambassador Hills will be escorted to separate vehicle which will proceed directly to the Casino Monterrey.

10:40 am THE PRESIDENT, accompanied by President Salinas, arrives Teatro de la Ciudad and proceeds to Holding Room.

Met by:

Mr. Jorge Pedraza
Director of Nuevo Leon Institute of Culture

10:42 am THE PRESIDENT, accompanied by President Salinas, arrives Holding Room and holds briefly.

NOTE: Mrs. Bush and Mrs. Salinas rejoin THE PRESIDENT and President Salinas briefly before taking their Seats in the Theater.

10:45 am THE PRESIDENT, accompanied by President Salinas, departs Holding Room and proceeds to Theater Off-Stage Announcement Area.

10:47 am THE PRESIDENT, accompanied by President Salinas, arrives Theater Off-Stage Announcement Area and holds briefly.

EVENT: JOINT ADDRESS TO MONTERREY COMMUNITY

EXPANDED POOL

OFF-STAGE ANNOUNCEMENT

REMARKS

TELEPROMPTER

SIMULTANEOUS INTERPRETATION

10:50 am

THE PRESIDENT, accompanied by President Salinas, is announced onto Stage and proceeds to Seat on Dais.

10:52 pm Professor Ignacio Santibanos, Master of Ceremonies, introduces President Salinas for remarks.

11:10 am

THE PRESIDENT is introduced for Remarks by President Salinas.

11:12 am

THE PRESIDENT Remarks.

11:30 am

THE PRESIDENT concludes Remarks, departs Stage, and proceeds to Motorcade.

11:35 am

THE PRESIDENT boards Motorcade and departs Teatro de la Ciudad en route Casino Monterrey.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except;

LIMO

THE PRESIDENT

(Drive Time: 5 Minutes)

11:40 am

THE PRESIDENT arrives Casino Monterrey and proceeds to Holding Room.

Met by:

The Honorable Robert Mosbacher
U.S. Secretary of Commerce

The Honorable Carla Hills
United States Trade Representative

The Honorable Serra Puche
- Mexican Secretary of Commerce

Mr. Rolando Vega
Prominent Mexican Businessman

Mr. Bernardo Garza Sada
Prominent Mexican Businessman

11:41 am THE PRESIDENT arrives Holding Room and holds briefly.

11:43 am THE PRESIDENT departs Holding Room and proceeds to Casino Ballroom Off-Stage Announcement Area.

11:45 am THE PRESIDENT arrives Casino Ballroom Off-Stage Announcement Area and holds briefly.

EVENT: DROP-BY MEXICAN/AMERICAN BUSINESSMEN MEETING

EXPANDED POOL

OFF-STAGE ANNOUNCEMENT

BRIEF REMARKS

SIMULTANEOUS INTERPRETATION

11:47 am THE PRESIDENT is announced onto Stage and proceeds to Seat on Dais.

11:48 am Secretary Puche gives welcoming remarks.

11:55 am Mr. Sada gives brief remarks.

12:02 pm THE PRESIDENT is introduced for Brief Remarks by Mr. Sada.

12:03 pm THE PRESIDENT gives Brief Remarks.

12:10 pm THE PRESIDENT concludes Brief Remarks, departs Ballroom, and proceeds to Holding Room.

12:12 pm THE PRESIDENT arrives Holding Room and holds briefly.

12:14 pm THE PRESIDENT departs Holding Room and proceeds to Motorcade.

12:15 pm THE PRESIDENT boards Motorcade and departs Casino Monterrey en route Governor's Palace.

MOTORCADE ASSIGNMENTS:

Same as on Arrival, except;

Official Party I	Amb. Negroponte
	Sec. Solana
	Sec. Brady
	AG Thornburgh
	Sec. Mosbacher
	Amb. Hills
	Adm. Reilly
	Dep. Sec. Eagleburger
	Amb. Reed
	Amb. Caballero
	D. Adair

(Drive Time: 5 Minutes)

12:20 pm THE PRESIDENT arrives Governor's Palace and proceeds to Salon Juarez.

Met by:

The Honorable Carlos Salinas de Gortari
President of Mexico

EVENT: DEDICATION CEREMONY FOR MEXICAN/AMERICAN
STUDIES PROGRAMS

TRAVEL POOL

SIMULTANEOUS INTERPRETATION

12:25 pm THE PRESIDENT, accompanied by President Salinas, arrives Salon Juarez and begins participation in Dedication Ceremony.

12:26 pm Master of Ceremonies gives brief welcoming remarks.

12:28 pm Dr. Rafael Rangel Sostman, Dean of Graduate Studies, Technological Institute of Monterrey, gives brief remarks.

12:36 pm Mr. Gregorio Farias Longoria, President, Autonomous University of Nuevo Leon, gives brief remarks.

12:40 pm THE PRESIDENT, accompanied by President Salinas, concludes participation in Dedication Ceremony, departs Salon Juarez, and proceeds to Governor's Office.

12:42 pm THE PRESIDENT, accompanied by President Salinas, arrives Governor's Office and holds briefly.

NOTE: Mrs. Bush and Mrs. Salinas will rejoin THE PRESIDENT and President Salinas at this time.

12:48 pm THE PRESIDENT and Mrs. Bush, accompanied by
- President and Mrs. Salinas, depart Governor's
Office and proceed to Courtyard.

EVENT: STATE LUNCHEON HOSTED BY PRESIDENT SALINAS

EXPANDED POOL (AT BEGINNING ONLY)

TOASTS

CONSECUTIVE INTERPRETATION

12:50 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Courtyard and
proceed to Seats at Head Table.

12:55 pm President Salinas proceeds to Lectern
and presents Toast.

1:00 pm THE PRESIDENT proceeds to Lectern and presents
Toast.

1:03 pm THE PRESIDENT concludes Toast and returns to Seat
at Head Table.

1:05 pm Lunch is served.

2:10 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, conclude participation
in State Luncheon, depart Courtyard, and proceed
to Motorcade.

2:15 pm THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, board Motorcade and
depart Government Palace en route General Mariano
Escobedo International Airport.

MOTORCADE ASSIGNMENTS:

Lead

Spare

B. Caughman
Doctor
K. Moley

LIMO

THE PRESIDENT
Mrs. Bush

Follow Up

Mexican Follow Up

Limo II

Pres. Salinas
Mrs. Salinas

Follow Up

Mexican Follow Up

Control

Gov. Sununu
Gen. Scowcroft
Mil. Aide

Support
(Van)

M. Fitzwater
S. Rogich
J. Keller
P. Swift
Official Photographer
Medic

WHCA

Official Party I

Amb. Negroponte
Mrs. Negroponte
Sec. Solana
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Dep. Sec. Eagleburger
Amb. Reed
Amb. Caballero
D. Adair

Official Party II

B. Aronson
W. Berman
R. Zoellick
B. Muller
C. Roh
S. Cowal
C. Hallett
A. Hughes
R. Wallace
W. Pryce
J. Cicconi
D. Demarest
T. Mittnacht

Camera I

Camera II

S. Geissinger

Staff Bus

All Remaining Staff

Press Van I

J. Herrick

Press Van II

Press Van III

(Drive Time: 20 Minutes)

2:35 pm

THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, arrive Airport
and proceed to Positions of Honor.

EVENT: DEPARTURE CEREMONY

OPEN PRESS

HONOR GUARD

ANTHEMS

21 GUN SALUTE

REVIEW OF TROOPS

2:40 pm THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Positions of Honor and begin participation in Departure Ceremony.

2:50 pm THE PRESIDENT and Mrs. Bush conclude participation in Departure Ceremony, depart Positions of Honor, and proceed to board Air Force One.

2:55 pm THE PRESIDENT and Mrs. Bush depart Monterrey, Mexico en route Andrews Air Force Base.

(Flying Time: 3 Hours 5 Minutes)
(Interchange: No)
(Time Change: Ahead 1 Hour)
(Food Service: Dinner)

7:00 pm THE PRESIDENT and Mrs. Bush arrive Andrews Air Force Base and proceed to board Marine One.
(E.S.T.)

7:05 pm THE PRESIDENT and Mrs. Bush depart Andrews Air Force Base en route White House.

MARINE ONE MANIFEST:

THE PRESIDENT
Mrs. Bush
Gov. Sununu
Gen. Scowcroft
P. Presock
B. Caughman
Doctor
Mil. Aide
2 USSS

(Flying Time: 10 Minutes)

7:15 pm THE PRESIDENT and Mrs. Bush arrive White House.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Rodeo and Demonstration

DATE: Monday, November 26, 1990

TIME: 12:30 pm - 1:30 pm

LOCATION: Agualeguas Charro Arena (Lienzo Charro Adriana Margarita)
Agualeguas, Mexico

ATTENDEES: 1,600 Invited Guests

PRESS: Expanded Pool

SCENARIO: Upon arrival at Lienzo Charro Adriana Margarita Rodeo, THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, proceed to Presidential Box and are greeted by: The Honorable Jorge Trevino, Governor of the State of Nuevo Leon; The Honorable Reynaldo Canales, Mayor of Agualeguas; and Mr. Cesar Santos, Director, Lienzo Charro Adriana Margarita Rodeo. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Presidential Box after pausing briefly at Rail for Photo Opportunity. Upon arrival at the Presidential Box, THE PRESIDENT and President Salinas remain Standing while the Master of Ceremonies announces the Presentation of Gifts. (NOTE: The Gifts for THE PRESIDENT and President Salinas [saddles] will be prepositioned on saw horses in front of the Presidential Box.) Upon conclusion of the Gift Presentation acknowledgement, THE PRESIDENT and President Salinas take their Seats with Mrs. Bush and Mrs. Salinas begin viewing Rodeo. Upon conclusion of the Rodeo, THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, depart Presidential Box and proceed to Motorcade. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, board Motorcade and depart Lienzo Charro Adriana Margarita Rodeo en route Plaza Principal.

NOTE: Official Delegation should follow at a slight distance behind THE PRESIDENT, and proceed to their designated seating in or near the Presidential Box. All other Official Party Members and Staff will enter the same way and be directed to Staff Viewing Area.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Mexican Folk Dance Presentation

DATE: Monday, November 26, 1990

TIME: 1:45 pm - 2:20 pm

LOCATION: Plaza Principal
Agualeguas, Mexico

ATTENDEES: 7,000 Townspeople

PRESS: Expanded Pool

SCENARIO: THE PRESIDENT and Mrs. Bush, accompanied by
The Honorable and Mrs. Carlos Salinas de Gortari
(Cecilia), President of Mexico, arrive Plaza Principal and
proceed to Agualeguas Town Hall via foot. THE PRESIDENT and Mrs.
Bush, accompanied by President and Mrs. Salinas, arrive Town Hall
Front Steps and begin Viewing Dance Presentation. (NOTE: THE
PRESIDENT and Mrs. Bush will be offered sun hats by two
children.) Upon conclusion of Dance Presentation, THE PRESIDENT
and Mrs. Bush, accompanied by President and Mrs. Salinas, depart
Plaza Principal via foot en route President Salinas' Private
Residence.

NOTE: Official Delegation will move directly from Motorcade to
Town Hall entrance and take up positions behind THE PRESIDENT.
Other Official Party Members and Staff will be directed to Staff
Viewing Area. Upon conclusion of the Performance, Official
Delegation will follow THE PRESIDENT on the walk to the Salinas'
Residence and be invited in for refreshments before joining the
rest of the Official Party and Staff for separate Lunch at Centro
Cultural.

THE WHITE HOUSE
WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH
TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Private Luncheon with President and Mrs. Salinas

DATE: Monday, November 26, 1990

TIME: 2:35 pm - 3:30 pm

LOCATION: Salinas Family Private Residence, Courtyard
Agualeguas, Mexico

ATTENDEES: Salinas Family Members

PRESS: Closed

SCENARIO: THE PRESIDENT and Mrs. Bush, accompanied by
The Honorable and Mrs. Carlos Salinas de Gortari
(Cecilia), President of Mexico, arrive Salinas
Residence and proceed to Courtyard. THE PRESIDENT and Mrs. Bush,
accompanied by President and Mrs. Salinas, arrive Courtyard and
begin participation in Private Luncheon. Upon conclusion of
Private Luncheon, THE PRESIDENT and President Salinas depart
Courtyard and proceed to Bungalow. NOTE: Mrs. Bush and Mrs.
Salinas assume separate schedule at this time.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Informal Discussion with President Salinas

DATE: Monday, November 26, 1990

TIME: 3:35 pm - 4:05 pm

LOCATION: Salinas Family Private Residence, Bungalow
Agualeguas, Mexico

ATTENDEES: U.S. PARTICIPANTS MEXICAN PARTICIPANTS

THE PRESIDENT
Notetaker

President Salinas
Notetaker

PRESS: Closed

SCENARIO: THE PRESIDENT, accompanied by The Honorable Carlos Salinas de Gortari, President of Mexico, arrives Bungalow Living Room and begins participation in Informal Discussion. Upon conclusion of Informal Discussion, THE PRESIDENT bids Farewell to President Salinas, departs Bungalow, and proceeds to Suite for Private Time. NOTE: Mrs. Bush rejoins THE PRESIDENT at this time. Upon conclusion of Private Time, THE PRESIDENT and Mrs. Bush depart Suite and proceed to Motorcade. THE PRESIDENT and Mrs. Bush board Motorcade and depart Salinas Residence en route Agualeguas Landing Zone.

NOTE: Official Delegation participating in the Arrival Ceremony in Monterrey should change into Business Suit during this time.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Arrival Ceremony

DATE: Monday, November 26, 1990

TIME: 6:00 pm - 6:55 pm

LOCATION: Governor's Palace, Heroes Plaza
Governor's Palace, Foyer
Monterrey, Mexico

ATTENDEES: 30,000 - 50,000 General Public and Invited Guests
in an open air Plaza

PRESS: Open

SCENARIO: THE PRESIDENT and Mrs. Bush, accompanied by
The Honorable and Mrs. Carlos Salinas de Gortari
(Cecilia), President of Mexico, arrive Governor's
Palace and are met by: The Honorable and Mrs. Jorge Trevino
(Cristina), Governor of the State of Nuevo Leon. THE PRESIDENT
and Mrs. Bush, accompanied by President and Mrs. Salinas,
conclude Greetings and proceed to Holding Room. THE PRESIDENT
and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive
Holding Room and hold briefly. THE PRESIDENT and Mrs. Bush,
accompanied President and Mrs. Salinas, depart Holding Room and
proceed to Heroes Plaza. THE PRESIDENT and Mrs. Bush,
accompanied by President and Mrs. Salinas, arrive Heroes Plaza
and are announced onto Stage by the Master of Ceremonies (Enter
Stage Rear). THE PRESIDENT and Mrs. Bush, accompanied by
President and Mrs. Salinas, proceed to Seats on Dais for the
playing of the Mexican National Anthem, followed by the American
National Anthem. President Salinas is then introduced for
remarks by the Master of Ceremonies (Simultaneous
Interpretation). Upon conclusion of President Salinas' remarks,

THE PRESIDENT is introduced for Brief Remarks by the Master of Ceremonies. THE PRESIDENT gives Brief Remarks (Consecutive Interpretation). Following Brief Remarks, THE PRESIDENT returns to Seat on Dais for Viewing of Fireworks Display. Upon conclusion of the Fireworks Display, THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, depart Stage and proceed to Governor's Palace Foyer. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Foyer and are met by: The Honorable Socrates Rizzo, Mayor of Monterrey. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas and Mayor Rizzo, begin participation in Presentation of the Key to the City of Monterrey (Official Photographer Only). THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, conclude participation in Key Presentation, depart Foyer, and proceed to Motorcade.

NOTE: Official Delegation should follow at a slight distance behind THE PRESIDENT and will be seated Stage Right on the Dais. All other Official Party Members and Staff will be escorted to Staff Viewing Area.

THE WHITE HOUSE
WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH
TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Mexican/American Businessmen's Breakfast
DATE: Tuesday, November 27, 1990
TIME: 8:00 am - 9:00 am
LOCATION: Holiday Inn Crowne Plaza Hotel, Jalisco Room
Monterrey, Mexico

ATTENDEES: 25 U.S. Officials and Businessmen
22 Mexican Officials and Businessmen

U.S. OFFICIAL DELEGATION PARTICIPANTS

THE PRESIDENT
Amb. Negroponte
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Gov. Sununu
Gen. Scowcroft
Dep. Sec. Eagleburger

PRESS: Closed

SCENARIO: THE PRESIDENT departs Suite and proceeds to Jalisco Room. (NOTE: Mrs. Bush assumes separate schedule at this time.) THE PRESIDENT arrives Jalisco Room and receives: The Honorable Carlos Salinas de Gortari, President of Mexico. THE PRESIDENT and President Salinas then begin participation in Mexican/American Businessmen's Breakfast (NOTE: Breakfast will be served while Participants hold an

informal discussion on the Free Trade Agreement.) Upon conclusion of Breakfast, THE PRESIDENT departs Jalisco Room and proceeds to Motorcade.

(NOTE: President Salinas departs five minutes prior to THE PRESIDENT.) THE PRESIDENT boards Motorcade and departs Holiday Inn Crowne Plaza en route Museum de Nuevo Leon.

NOTE: Official Delegation participating in Breakfast should be in place in Jalisco Room by 7:50 am, prior to President Salinas' arrival. Upon President Salinas' departure from the Jalisco Room, Official Delegation will be escorted to Motorcade. All other Official Party Members and Staff should board Motorcade no later than 8:55 am. Motorcade vehicles other than the Secure Package will be located at the Main entrance to the Hotel.

THE WHITE HOUSE
WASHINGTON
VISIT OF THE PRESIDENT AND MRS. BUSH
TO
AGUALEGUAS AND MONTERREY, MEXICO
NOVEMBER 26 - 27, 1990

EVENT: One on One Meeting with President Salinas

DATE: Tuesday, November 27, 1990

TIME: 9:15 am - 9:46 am

LOCATION: Museum de Nuevo Leon (Old City Hall)
Salon I of the 19th Century
Monterrey, Mexico

<u>ATTENDEES:</u>	<u>U.S. PARTICIPANTS</u>	<u>MEXICAN PARTICIPANTS</u>
	THE PRESIDENT Notetaker	President Salinas Notetaker

PRESS: Travel Pool (At Beginning Only)

SCENARIO: THE PRESIDENT arrives Museum de Nuevo Leon and is greeted by: The Honorable Carlos Salinas de Gortari, President of Mexico; and Mr. Rolando Guzman, Director of State Libraries and Museums. THE PRESIDENT, accompanied by President Salinas, concludes Greeting and proceeds to Holding Room. THE PRESIDENT, accompanied by President Salinas, arrives Holding Room and holds briefly. THE PRESIDENT, accompanied by President Salinas, departs Holding Room and proceeds to Salon I of the 19th Century. THE PRESIDENT, accompanied by President Salinas, arrives Salon I and begins participation in One On One Meeting with President Salinas. (NOTE: En route to Salon I, THE PRESIDENT and President Salinas pause briefly at top of stairs for a Photo Opportunity.) THE PRESIDENT, accompanied by President Salinas, concludes participation in One On One Meeting, departs Salon I, and proceeds to Salon II.

NOTE: Official Delegation participating in the Expanded Bilateral Meeting after the One on One Meeting should proceed directly to Salon II. All other Official Party Members and Staff will be directed to Staff Holding Room.

THE WHITE HOUSE
WASHINGTON
VISIT OF THE PRESIDENT AND MRS. BUSH
TO
AGUALEGUAS AND MONTERREY, MEXICO
NOVEMBER 26 - 27, 1990

EVENT: Expanded Bilateral Meeting

DATE: Tuesday, November 27, 1990

TIME: 9:50 am - 10:30 am

LOCATION: Museum de Nuevo Leon (Old City Hall)
Salon II
Monterrey, Mexico

ATTENDEES: U.S. PARTICIPANTS MEXICAN PARTICIPANTS

THE PRESIDENT
Amb. Negroponte
Sec. Brady
AG Thornburgh
Sec. Mosbacher
Amb. Hills
Adm. Reilly
Gov. Sununu
Gen. Scowcroft
M. Fitzwater
Dep. Sec. Eagleburger
B. Aronson
W. Pryce
R. Zoellick
Notetaker
Interpreter

President Salinas
18 TBD

Notetaker
Interpreter

PRESS: Travel Pool (At Beginning Only)

SCENARIO: THE PRESIDENT, accompanied by The Honorable Carlos Salinas de Gortari, President of Mexico, arrives Salon II and begins participation in Expanded Bilateral Meeting. THE PRESIDENT, accompanied by President Salinas, concludes participation in Expanded Bilateral Meeting, departs Salon II, and proceeds to Motorcade.

NOTE: Upon conclusion of the Expanded Bilateral, Official Delegation and all other Staff and Guests should proceed directly to Motorcade. Secretary Mosbacher and Secretary Hills will be escorted to separate vehicles in Motorcade which will break from Motorcade as THE PRESIDENT departs for the Theater.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Joint Address to Monterrey Community

DATE: Tuesday, November 27, 1990

TIME: 10:50 am - 11:30 am

LOCATION: Teatro de la Ciudad, Macroplaza
Monterrey, Mexico

ATTENDEES: Mr. Jorge Pedraza (Director of Nuevo Leon
Institute of Culture), 51 Municipal Presidents, 40
State Deputies, 11 Federal Deputies, 2 Senators,
30 State Government Officials and their wives, 50
State Police (Poder Judicial) Officials, 15
Chamber of Commerce/Chamber of Industry Officials,
20 City Officials, 150 Businessmen

PRESS: Open

SCENARIO: THE PRESIDENT, accompanied by The Honorable Carlos Salinas de Gortari, President of Mexico, arrives Teatro de la Ciudad and is met by: Mr. Jorge Pedraza, Director of Nuevo Leon Institute of Culture. Following the Greeting, THE PRESIDENT, accompanied by President Salinas, proceeds to Holding Room. THE PRESIDENT, accompanied by President Salinas, arrives Holding Room and holds briefly. (NOTE: Mrs. Bush and Mrs. Salinas rejoin THE PRESIDENT and President Salinas briefly at this time before taking their seats.) THE PRESIDENT, accompanied by President Salinas, departs Holding Room and proceeds to Off-Stage Announcement Area. THE PRESIDENT and President Salinas arrive Off-Stage Announcement Area and hold briefly. THE PRESIDENT and President Salinas are announced onto Stage by Professor Ignacio Santibanos, Master of Ceremonies, and take their Seats. President Salinas gives remarks. THE PRESIDENT is introduced for Remarks by President

Salinas. THE PRESIDENT Remarks. Upon conclusion of Remarks, THE PRESIDENT departs Stage and proceeds to Motorcade. THE PRESIDENT boards Motorcade and departs Teatro de la Ciudad en route Casino Monterrey.

NOTE: Official Delegation, all other Staff and Guests will be escorted on arrival to Staff Viewing Area, and should immediately follow THE PRESIDENT out of Theater to Motorcade upon conclusion of Speech.

THE WHITE HOUSE
WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH
TO
AGUALEGUAS AND MONTERREY, MEXICO
NOVEMBER 26 - 27, 1990

EVENT: Drop-By Mexican/American Businessmen Meeting

DATE: Tuesday, November 27, 1990

TIME: 11:47 am - 12:10 pm

LOCATION: Casino Monterrey, Ballroom
Monterrey, Mexico

ATTENDEES: 250 Mexico-Based Businessmen, 20 U.S. Businessmen

PRESS: Expanded Pool

SCENARIO: Upon arrival at the Casino Monterrey, THE PRESIDENT is greeted by: The Honorable Robert Mosbacher, U.S. Secretary of Commerce; The Honorable Carla Hills, United States Trade Representative; The Honorable Jaime Serra Puche, Mexican Secretary of Commerce; Mr. Rolando Vega, Prominent Mexican Businessman; and Mr. Bernardo Garza Sada, Prominent Mexican Businessman. Following the Greetings, THE PRESIDENT proceeds to Holding Room. THE PRESIDENT arrives Holding Room and holds briefly. THE PRESIDENT departs Holding Room and proceeds to Casino Ballroom Off-Stage Announcement Area. THE PRESIDENT arrives Off-Stage Announcement Area and holds briefly. THE PRESIDENT is announced onto Stage and proceeds to Seat on Dais. Secretary Puche gives brief welcoming remarks. Mr. Sada follows with brief remarks. THE PRESIDENT is introduced for Brief Remarks by Mr. Sada. THE PRESIDENT gives Brief Remarks. THE PRESIDENT concludes Brief Remarks, departs Stage, and proceeds to Motorcade. THE PRESIDENT boards Motorcade and departs Casino en route Governor's Palace.

NOTE: Official Delegation (with the exception of Secretary Mosbacher and Secretary Hills) and all other Staff and Guests will be escorted upon arrival to Staff Viewing Area. Upon conclusion, all should proceed directly to Motorcade.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Dedication Ceremony for Mexican/American Studies Programs

DATE: Tuesday, November 27, 1990

TIME: 12:25 pm - 12:40 pm

LOCATION: Government Palace, Salon Benito Juarez
Monterrey, Mexico

ATTENDEES: Deans of the Monterrey Institute of Technology and the University of Nuevo Leon

PRESS: Travel Pool

SCENARIO: THE PRESIDENT arrives Governor's Palace and and is met by: The Honorable Carlos Salinas de Gortari, President of Mexico. THE PRESIDENT, accompanied by President Salinas, proceeds to Salon Juarez. THE PRESIDENT, accompanied by President Salinas, arrives Salon Juarez and begins participation in Dedication Ceremony for Mexican/American Studies Programs. THE PRESIDENT, accompanied by President Salinas, concludes participation in Dedication Ceremony, departs Salon Juarez, and proceeds to Governor's Office. THE PRESIDENT accompanied by President Salinas, arrives Governor's Office and holds briefly. (NOTE: Mrs. Bush and Mrs. Salinas rejoin THE PRESIDENT and President Salinas at this time.) Following a brief hold, THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, depart Governor's Office and proceed to Courtyard for participation in State Luncheon.

NOTE: Official Delegation participating in the Dedication should follow THE PRESIDENT to Salon Juarez; all other Official Party Members and Staff will be directed to Staff Holding Room. Upon conclusion of Dedication, Official Delegation participating in Luncheon should proceed immediately to Courtyard.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: State Luncheon Hosted by President Salinas

DATE: Tuesday, November 27, 1990

TIME: 12:50 pm - 2:10 pm

LOCATION: Governor's Palace, Courtyard
Monterrey, Mexico

ATTENDEES: 200 Invited Guests

PRESS: Expanded Pool (At Beginning Only)

SCENARIO: THE PRESIDENT and Mrs. Bush, accompanied by The Honorable and Mrs. Carlos Salinas de Gortari Cecilia), President of Mexico, arrive Courtyard and begin participation in State Luncheon. President Salinas, followed by THE PRESIDENT, delivers Toasts at beginning of Luncheon (Consecutive Interpretation). THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, conclude participation in State Luncheon, depart Courtyard, and proceed to Motorcade. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, board Motorcade and depart Governor's Palace en route Airport.

NOTE: Official Delegation not participating in Dedication Ceremony, as well as other Official Party Members and Staff invited to State Luncheon should be in their seats in Courtyard no later than 12:35 pm. All other Staff and Guests should remain in Staff Holding Room and proceed to Motorcade no later than 2:10 pm for transport to Airport.

THE WHITE HOUSE

WASHINGTON

VISIT OF THE PRESIDENT AND MRS. BUSH

TO

AGUALEGUAS AND MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

EVENT: Departure Ceremony

DATE: Tuesday, November 27, 1990

TIME: 2:40 pm - 2:50 pm

LOCATION: General Mariano Escobedo International Airport
Monterrey, Mexico

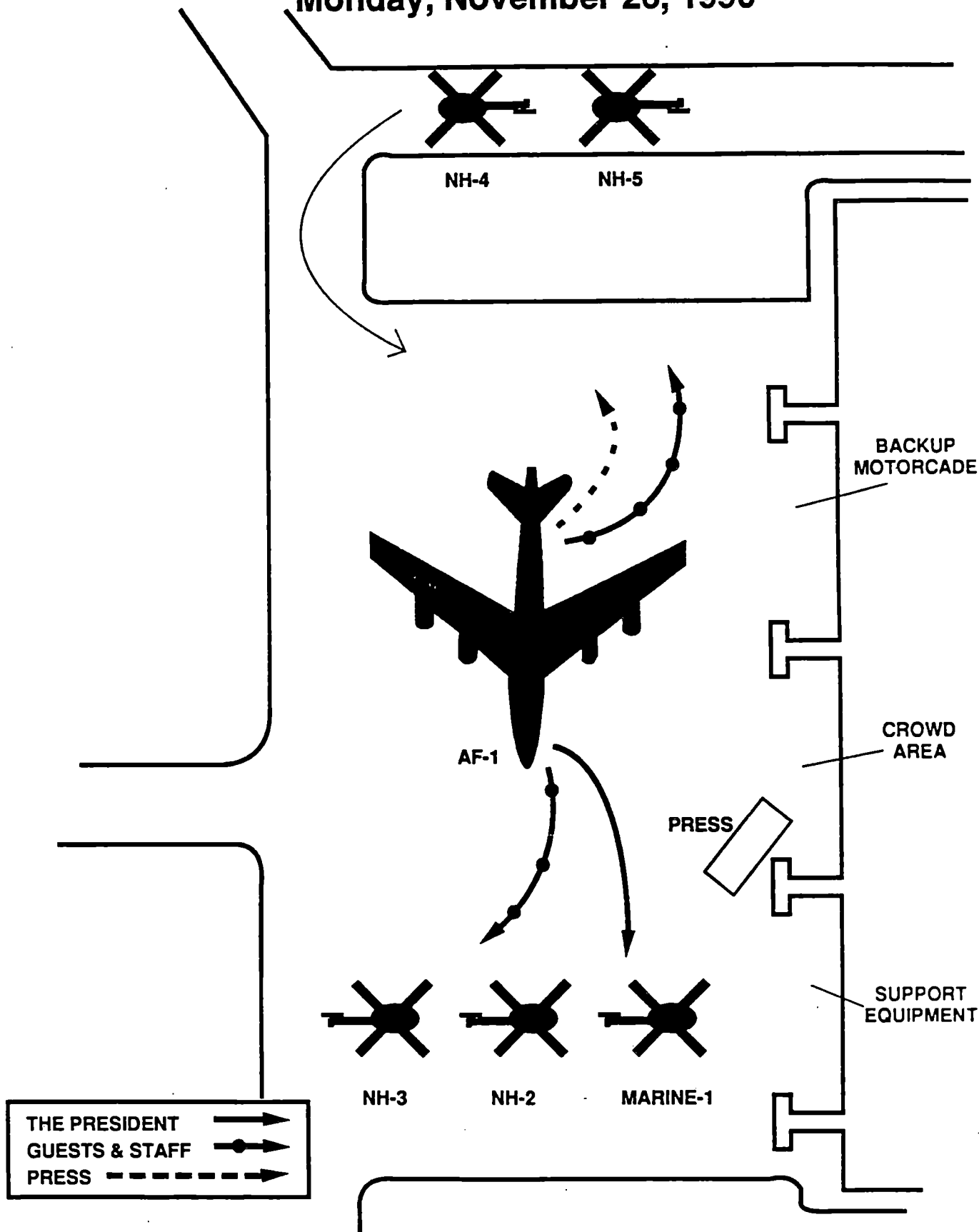
PRESS: Open

SCENARIO: THE PRESIDENT and Mrs. Bush, accompanied by The Honorable and Mrs. Carlos Salinas de Gortari (Cecelia), arrive General Mariano Escobedo International Airport and proceed to Positions of Honor. THE PRESIDENT and Mrs. Bush, accompanied by President and Mrs. Salinas, arrive Positions of Honor and remain Standing for the American National Anthem followed by a 21 Gun Salute and the Mexican National Anthem followed by a 21 Gun Salute. The American Official Delegation files past President and Mrs. Salinas to bid Farewell and proceeds to board Air Force One. The Mexican Official Delegation files past THE PRESIDENT and Mrs. Bush to bid Farewell. THE PRESIDENT, accompanied by President Salinas, a Mexican Aide de Camp (in front), the head of the Mexican Armed Forces and U.S. Military Aide (behind), proceed to review the Honor Guard. THE PRESIDENT and Mrs. Bush then bid Farewell to President and Mrs. Salinas, depart Tarmac, and proceed to board Air Force One.

NOTE: Official Delegation will be directed to Participation Area. All other Staff and Guests should proceed directly to either Air Force One or Back-Up Plane.

GENERAL MARIANO ESCOBEDO AIRPORT ARRIVAL

Monterrey, Mexico
Monday, November 26, 1990

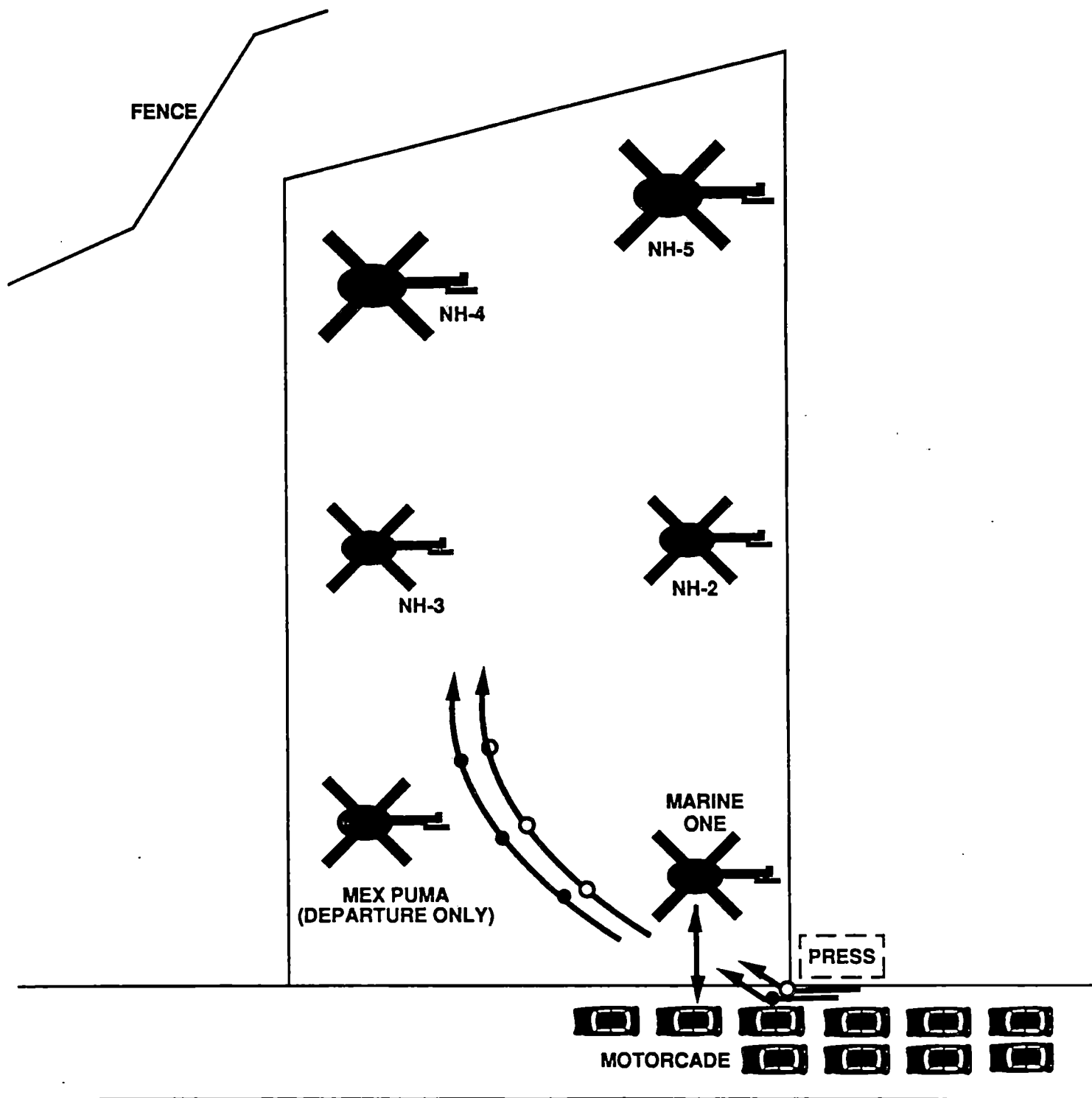


AGUALEGUAS LANDING ZONE

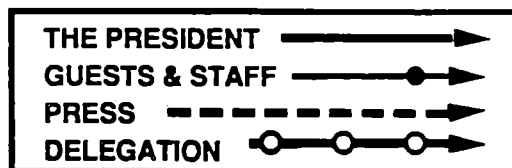
ARRIVAL/DEPARTURE

Agualeguas, Mexico

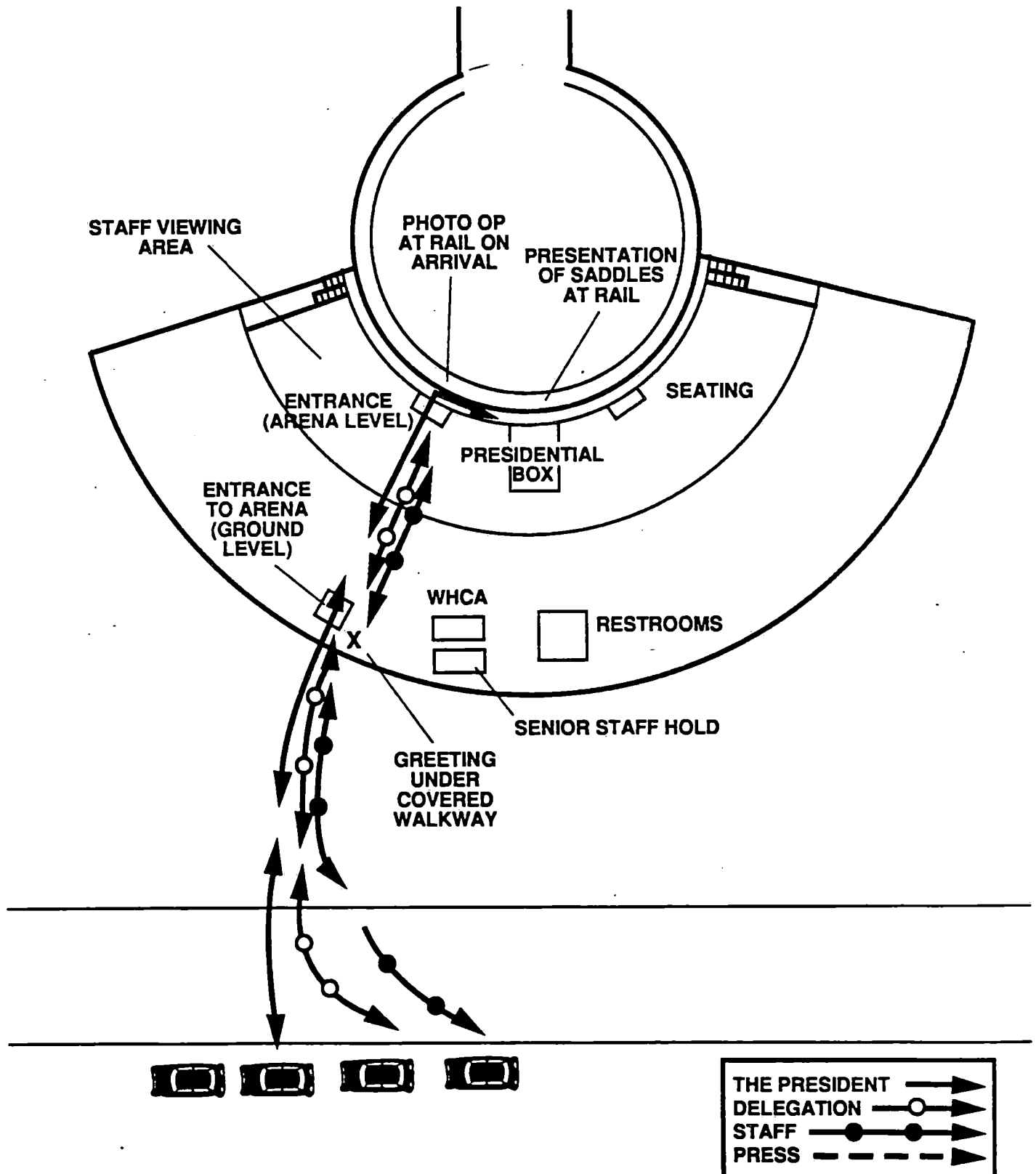
Monday, November 26, 1990



MS-MEX2



RODEO AND DEMONSTRATION **LIENZO CHARRO ADRIANA MARGARITA RODEO** Agualeguas, Mexico Monday, November 26, 1990

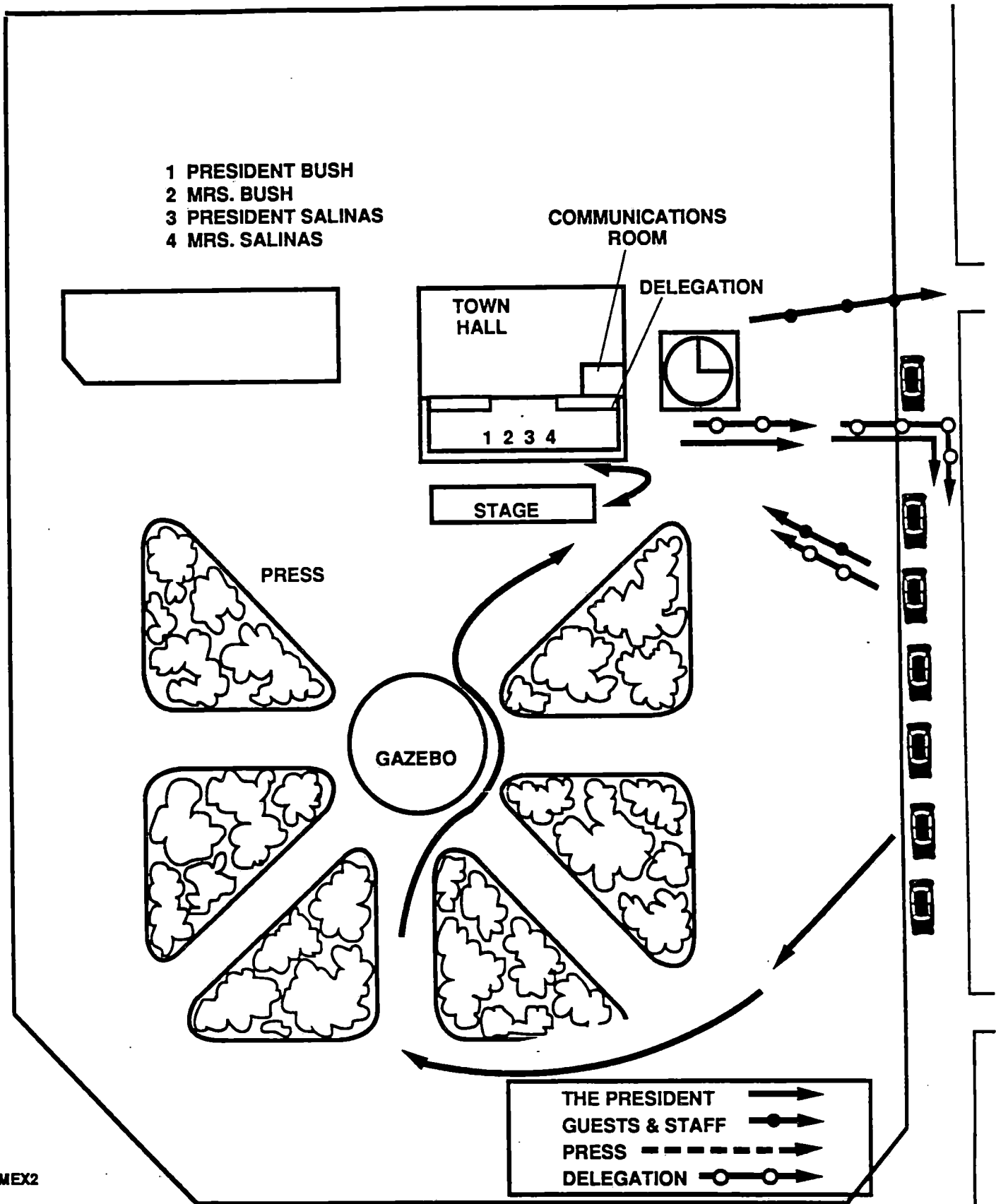


PLAZA PRINCIPAL

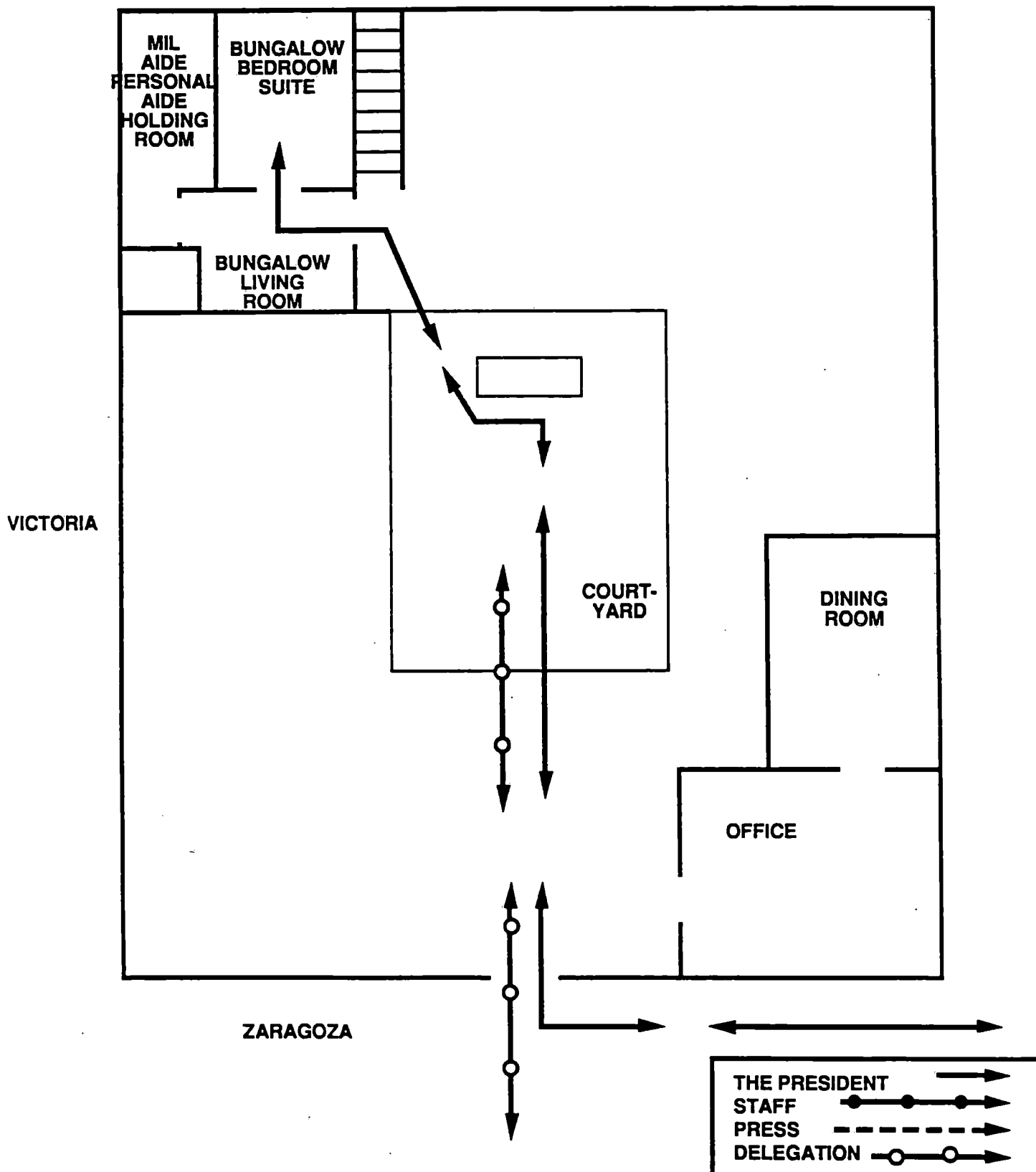
MEXICAN FOLK DANCE - SEATING

Agualeguas, Mexico

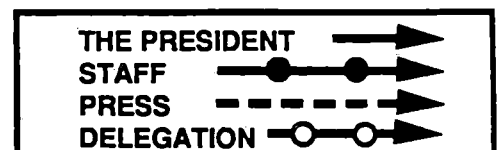
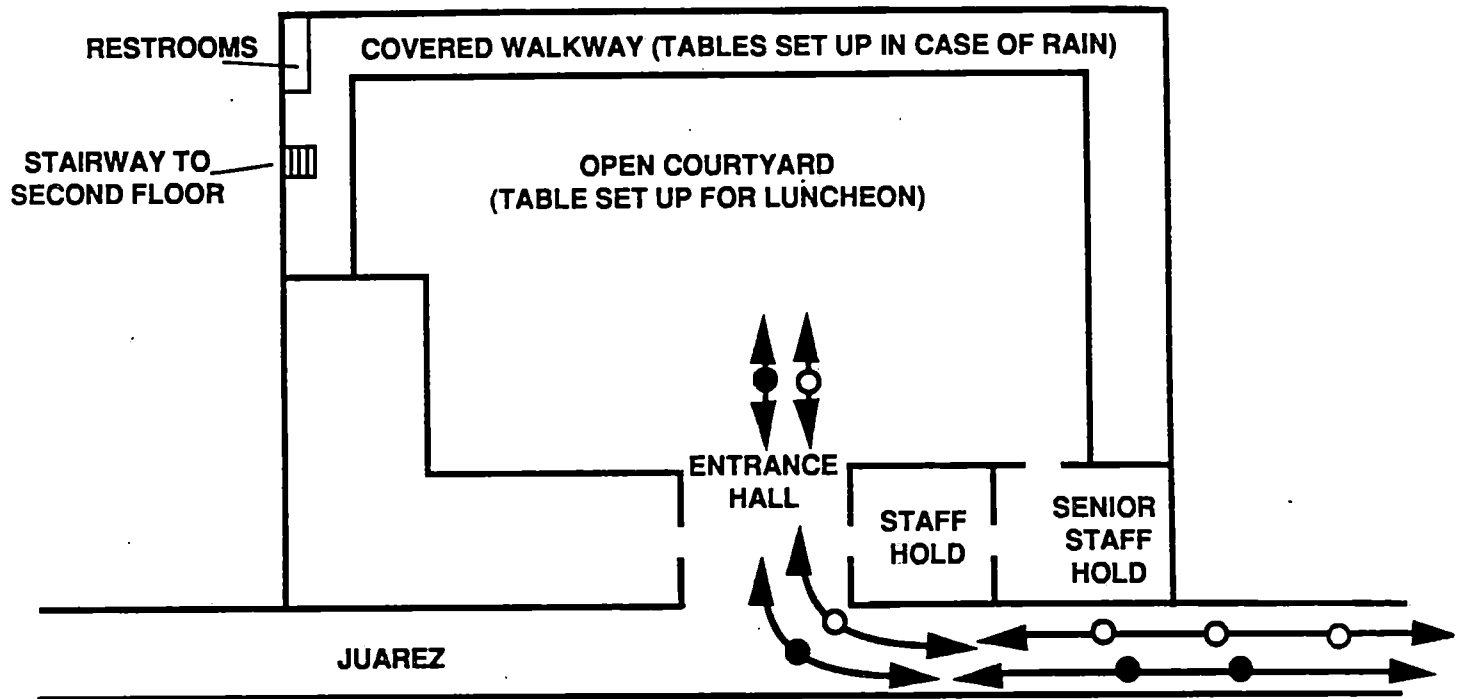
Monday, November 26, 1990



RESIDENCE OF PRESIDENT SALINAS
Agualeguas, Mexico
Monday, November 26, 1990

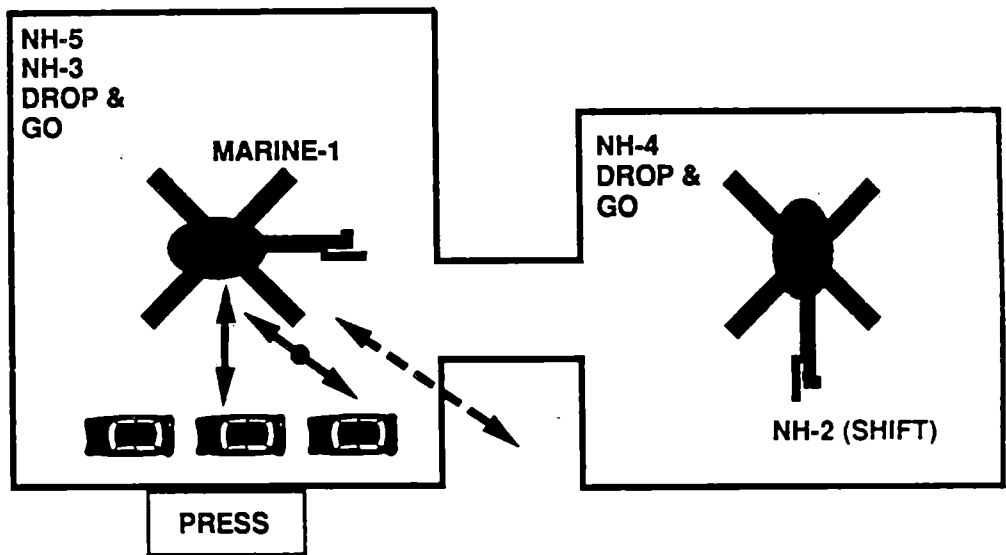


**OFFICIAL PARTY LUNCHEON
CENTRO CULTURAL
Agualeguas, Mexico
Monday, November 26, 1990**



**MONTERREY LANDING ZONE
ARRIVAL/DEPARTURE
Monterrey, Mexico
Monday, November 26, 1990**

AVE DE LA CONSTITUCION



THE PRESIDENT ———→
GUESTS & STAFF —●—→
PRESS - - - - -→

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Diagram	Re: Arrival Ceremony Governor's Palace, Monterrey, Mexico. (1 pp.)	11/26/90	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Government Palace Remarks, Monterrey Mexico 11/26/90 [1]

Date Closed: 10/22/2004 FOIA/SYS Case #: Re-review Case #: 2004-2265-S P-2/P-5 Review Case #:	OA/ID Number: 07563
MR Case #: MR Disposition: Disposition Date:	Appeal Case #: Appeal Disposition: 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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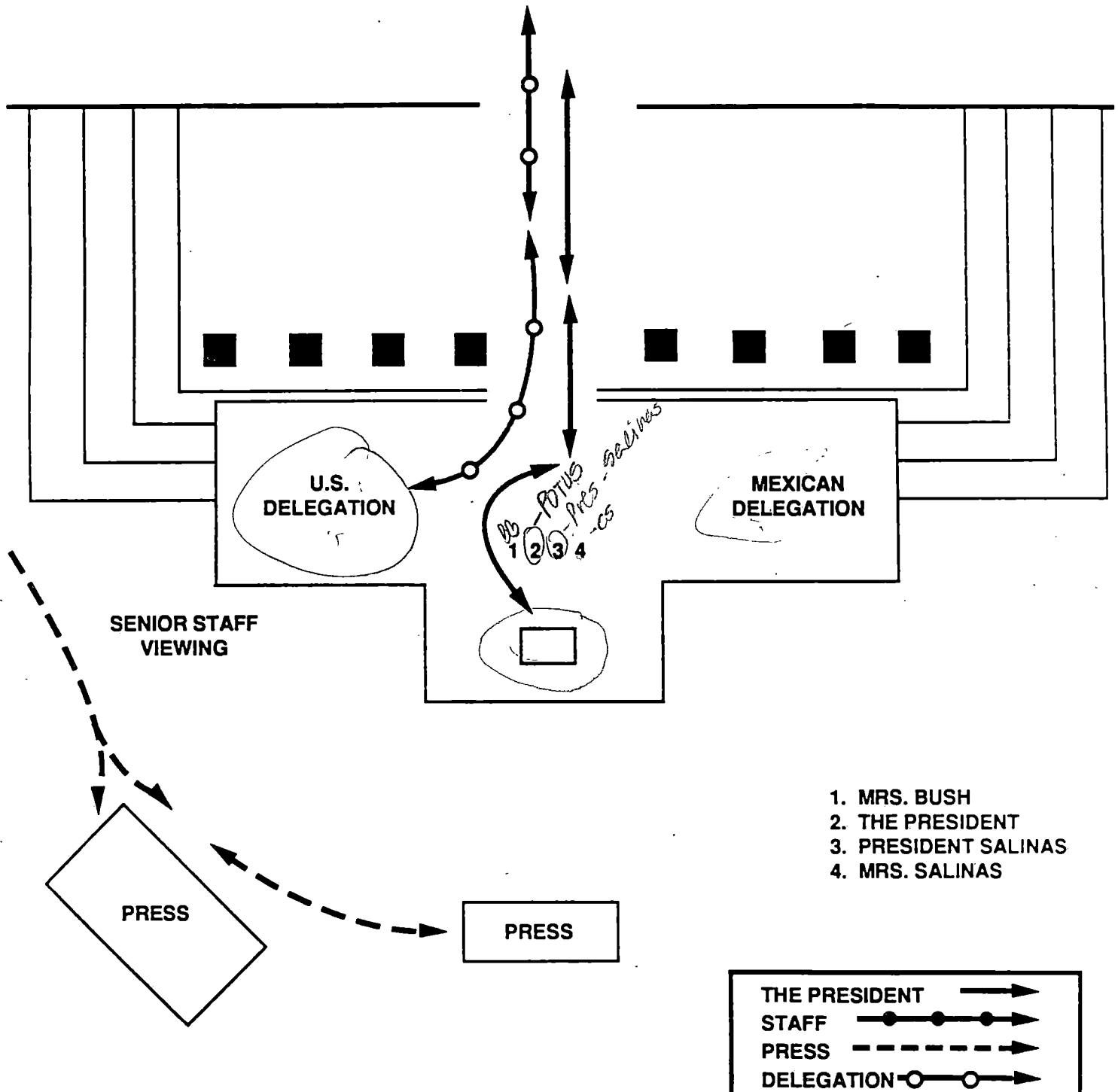
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PRM. Removed as a personal record misfile.

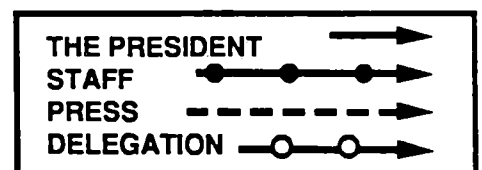
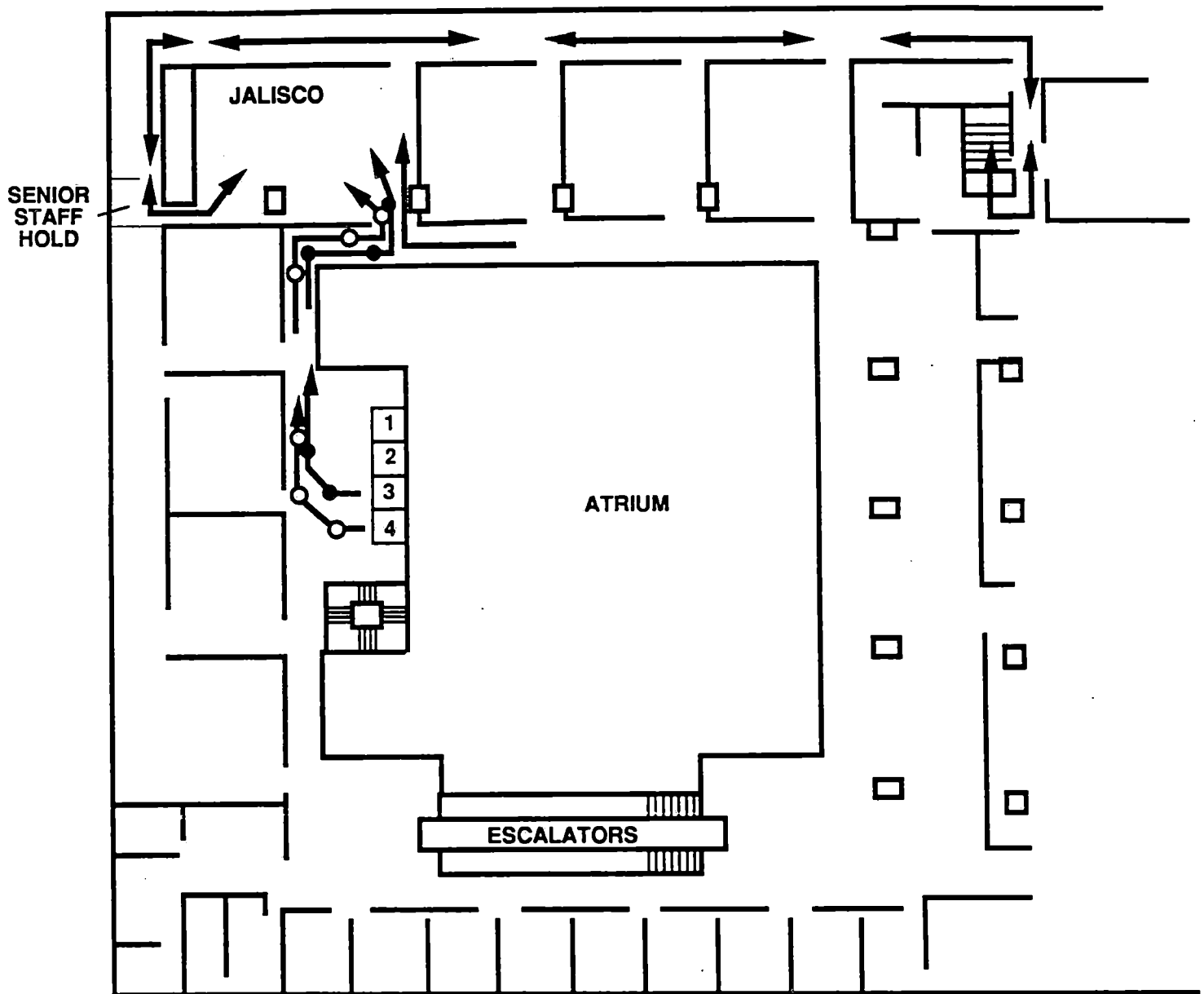
Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
 (b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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 (b)(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

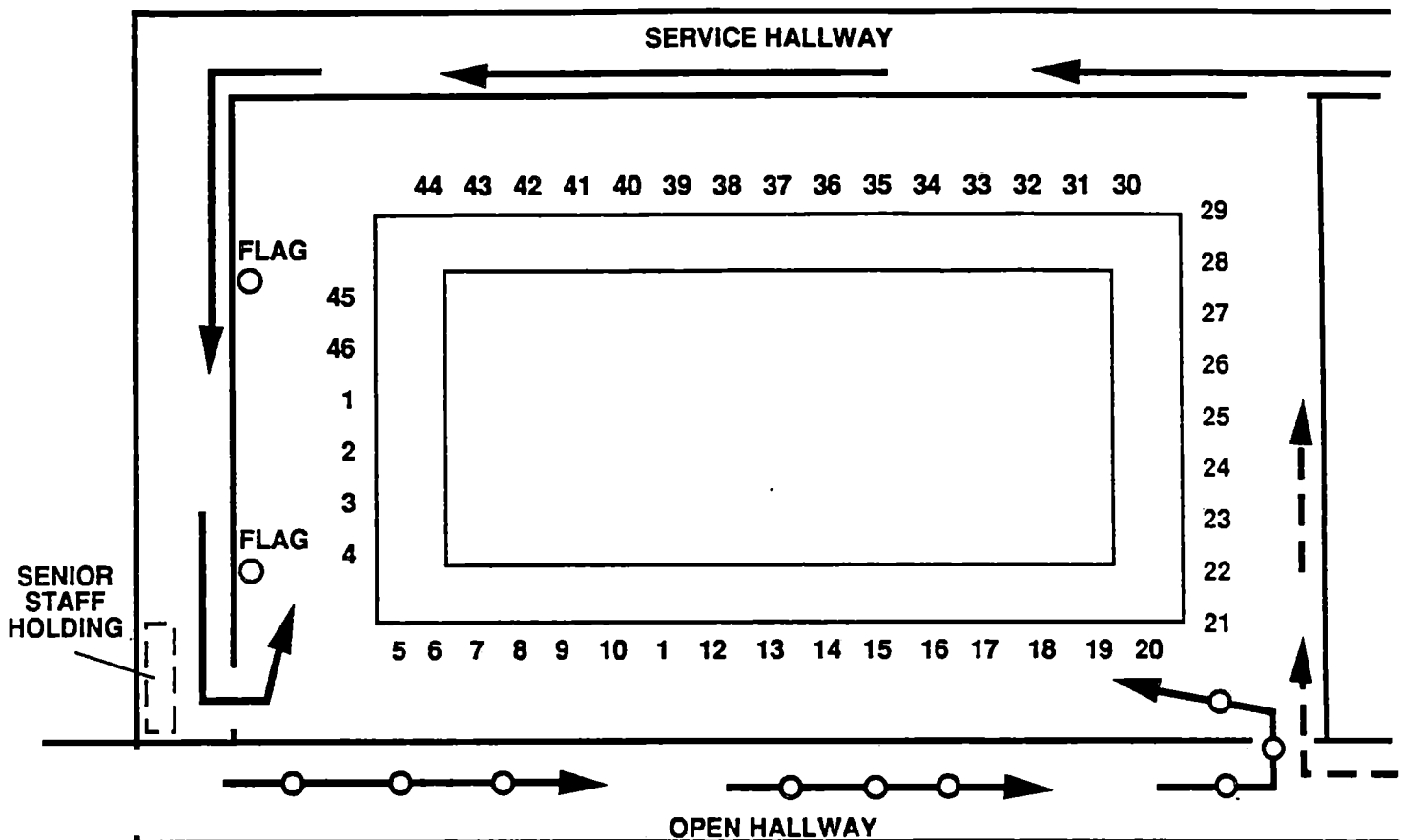
GOVERNOR'S PALACE WELCOMING CEREMONY DAIS Monterrey, Mexico Monday, November 26, 1990



**BUSINESSMEN'S BREAKFAST
HOLIDAY INN CROWN PLAZA
Monterrey, Mexico
Tuesday, November 27, 1990**



BUSINESSMEN'S BREAKFAST JALISCO ROOM TABLE SEATING HOLIDAY INN CROWN PLAZA Monterrey, Mexico Tuesday, November 27, 1990



1. President Bush
2. President Salinas
3. Ambassador Negroponte
4. Secretary Aspe
5. Secretary Mosbacher
6. Dr. Herminio Blanco M.
7. Governor Sununu
8. Lic. Fernando Solana
9. Dep. Secretary Eagleburger
10. Sr. Antonio Madero Bracho
11. Sam E. Barshop
12. Sr. Luis German Carcoba Garcia
13. Robert Crandall
14. Sr. Juan Gallardo Thurlow
15. Trammel Crow
16. Sr. Alberto Ballleres
17. Thomas Cruikshank
18. Sr. Fernando Senderos M.
19. Robert Day

20. Sr. Jeronimo Arango Arias
21. Peter M. Flanigan
22. Sr. Carlos Slim Helu
23. Maarice "Hank" Greenberg
24. Sr. Gilberto Borla Navarrete
25. Gary Jacobs
26. Sr. Emilio Azcarraga
27. Don Koll
28. Sr. Miguel Aleman Velazco
29. Jerry K. Pearlman
30. Sr. Claudio X. Gonzalez
31. Heinz Prechter
32. Sr. Bernardo Garza Sada
33. Robert Stempel

34. Sr. Adrian Sada (Padre)
35. Linda Wachner
36. Sr. Eugenio Garza Lagueria
37. Kay Whitmore
38. Lt. General Scowcroft
39. Sr. Rolando Vega Inlgaez
40. U.S.T.R. Carla Hills
41. William K. Reilly
42. Dr. Jose Cordoba Mantoya
43. A. G. Richard Thornburgh
44. Dr. Jalme Serra Puche
45. Secretary Brady
46. Lic. Gustavo Petrialoli K.



Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Diagram	Meeting with President Salinas Museum de Nuevo Leon (First Floor Arrival), Monterrey, Mexico. (1 pp.)	11/27/90	(b)(7)(e), (b)(7)(f)	

Collection:

Record Group: Bush Presidential Records

Office: Speechwriting, White House Office of

Series: Speech File, Backup

Subseries:

WHORM Cat.:

File Location: Government Palace Remarks, Monterrey Mexico 11/26/90 [1]

Date Closed: 10/22/2004

FOIA/SYS Case #:

Re-review Case #: 2004-2265-S

P-2/P-5 Review Case #:

OA/ID Number: 07563

MR Case #:

MR Disposition:

Disposition Date:

Appeal Case #:

Appeal Disposition:

Disposition Date:

RESTRICTION CODES

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

P-1 National Security Classified Information [(a)(1) of the PRA]
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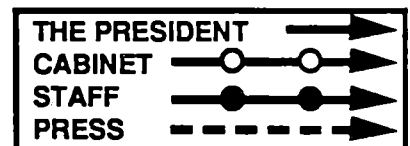
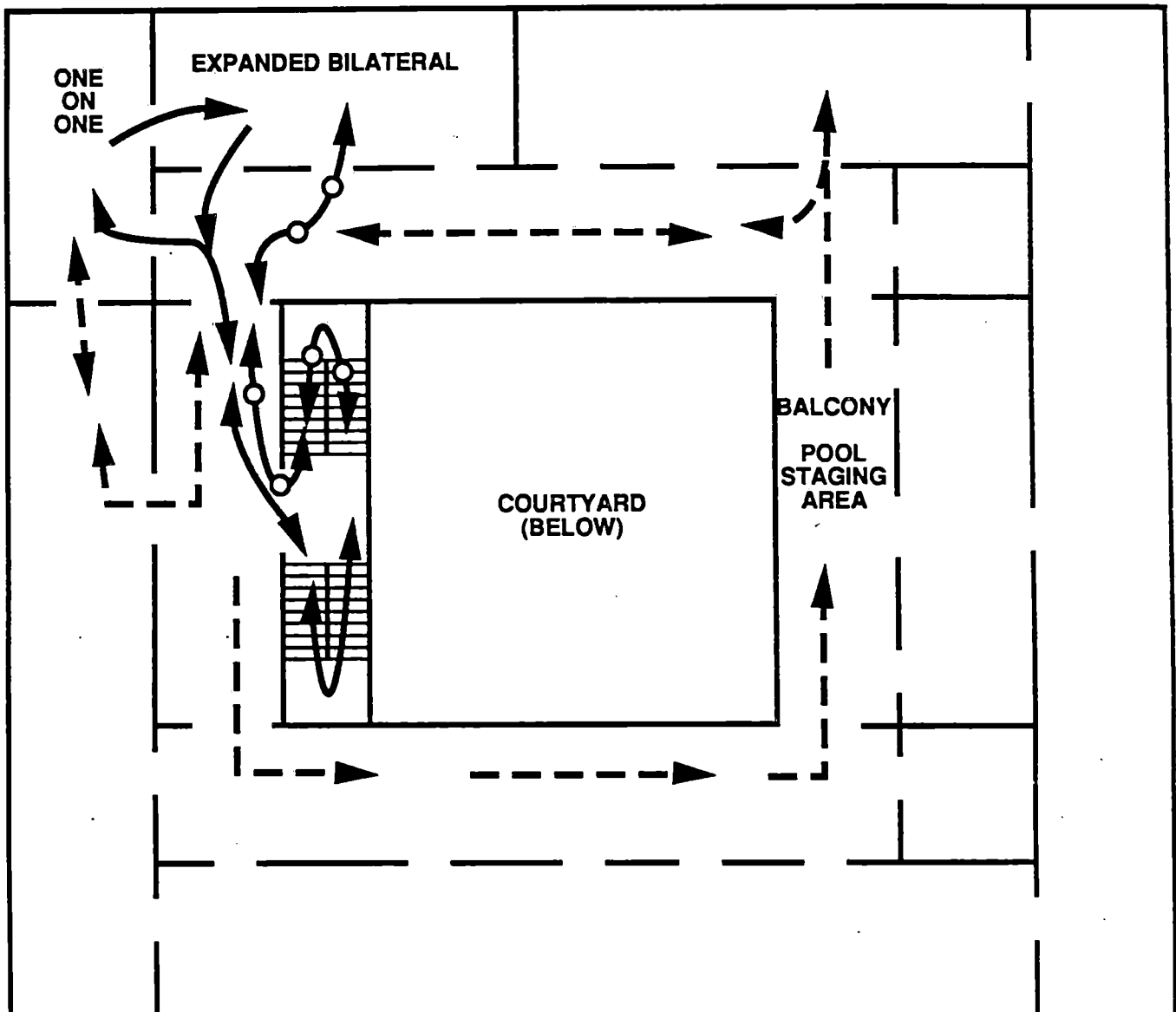
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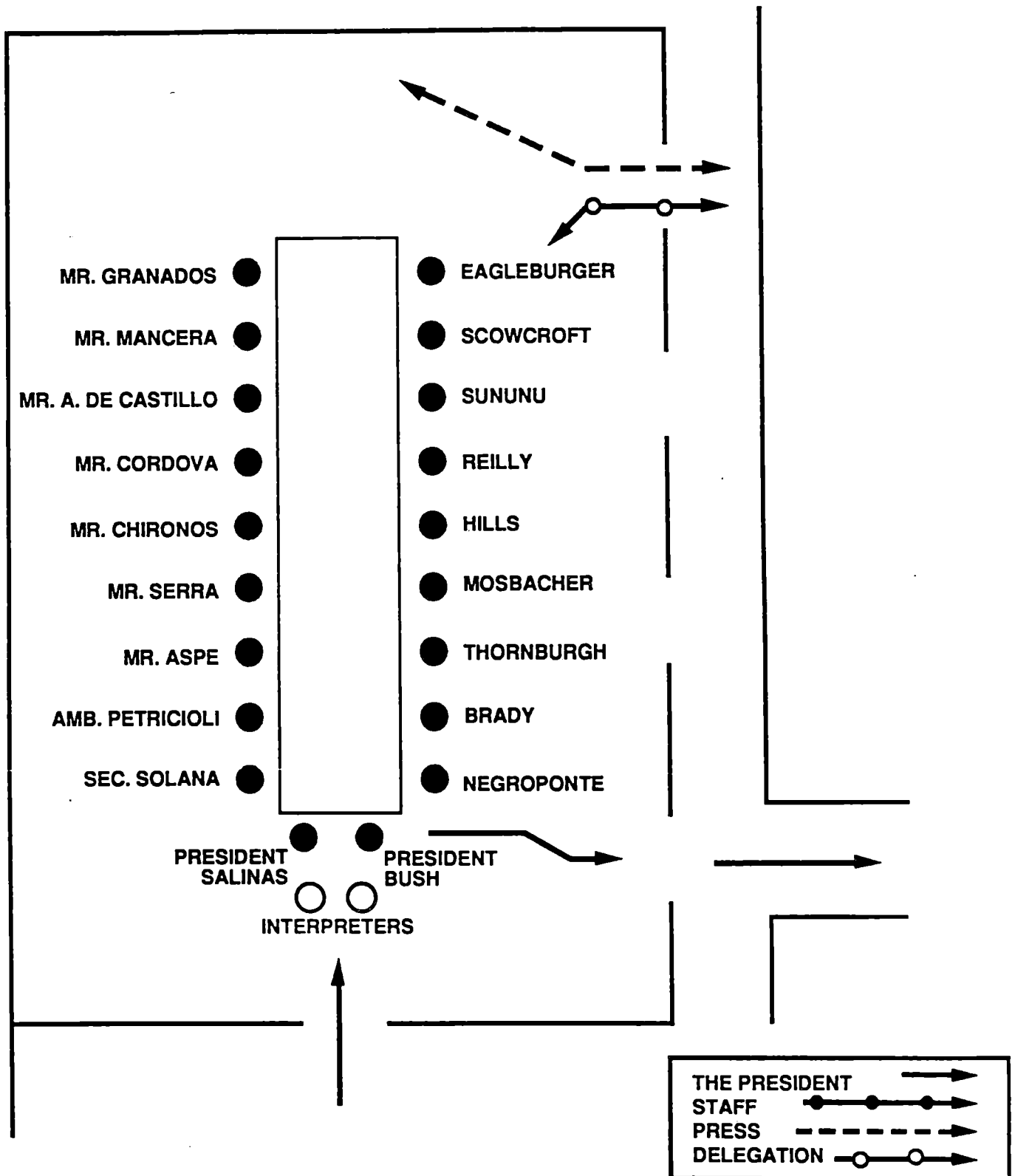
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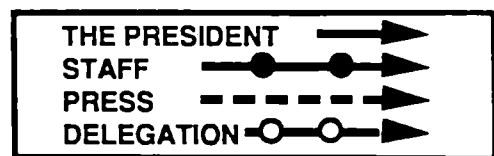
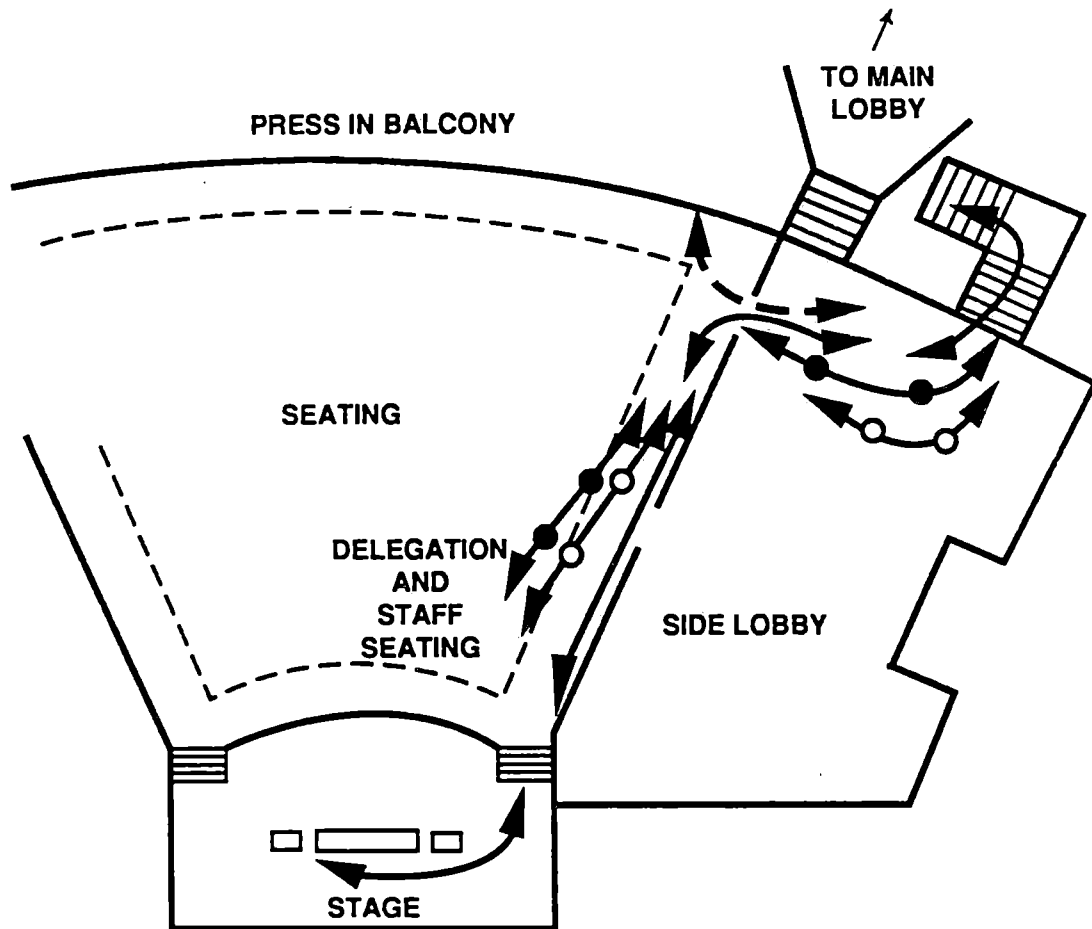
**MEETING WITH PRESIDENT SALINAS
MUSEUM DE NUEVO LEON (SECOND FLOOR)
Monterrey, Mexico
Tuesday, November 27, 1990**



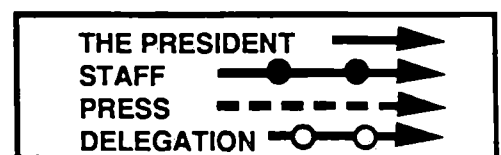
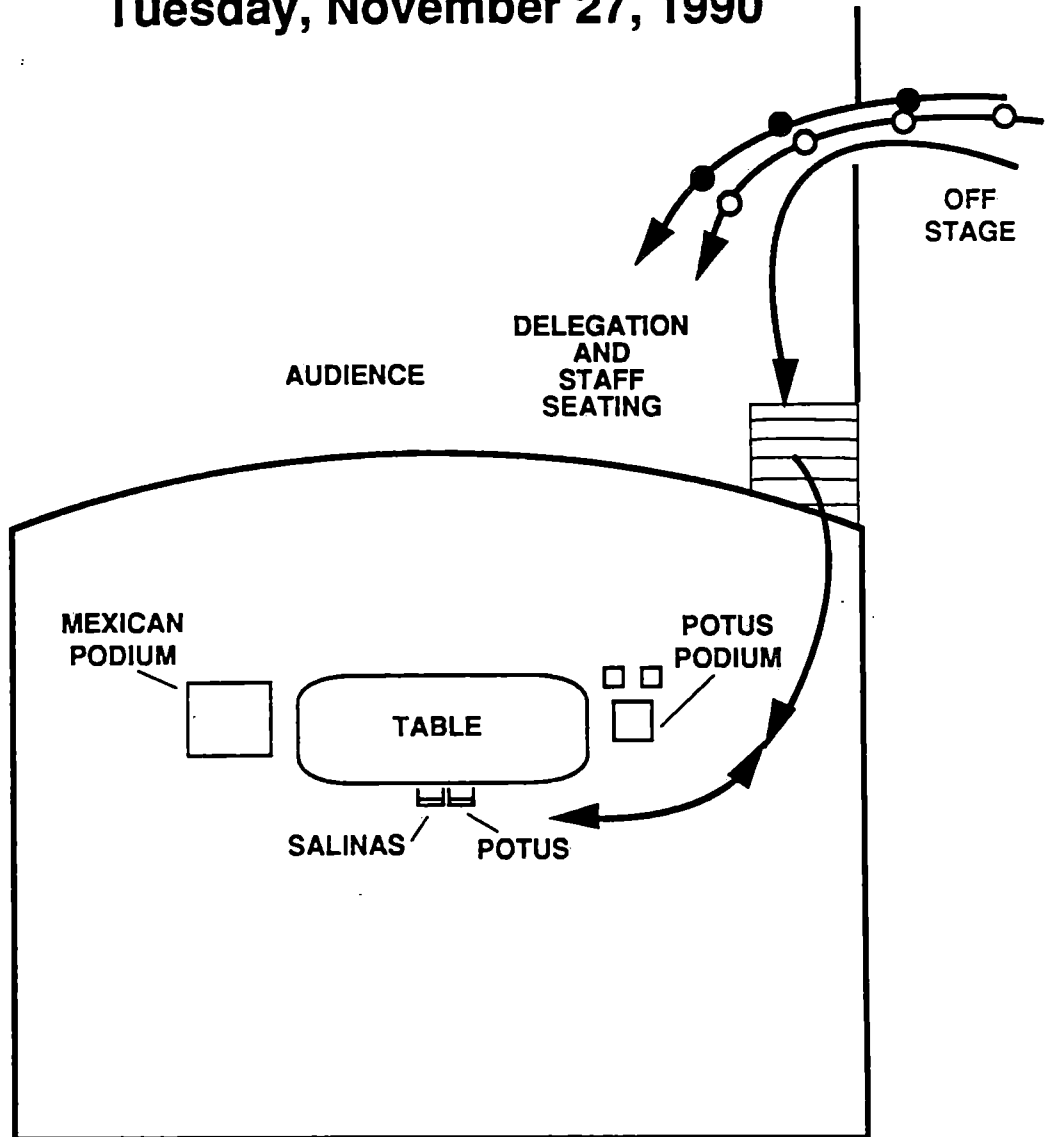
**MUSEUM DE NÚEVO LEON
EXPANDED BILATERAL - SALON II
Monterrey, Mexico
Tuesday, November 27, 1990**



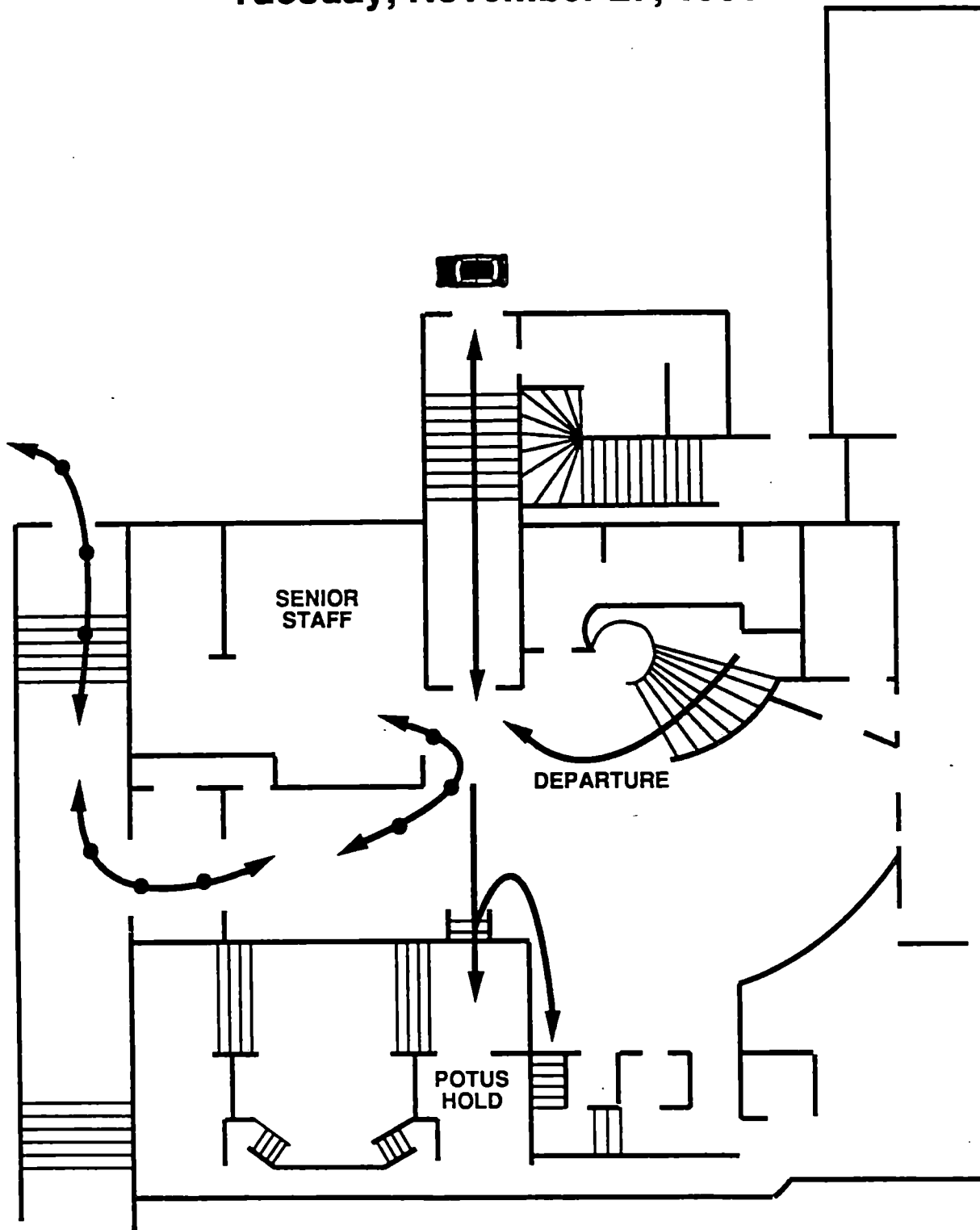
**THEATRE LEVEL
THEATER DE LA CIUDAD
Monterrey, Mexico
Tuesday, November 27, 1990**



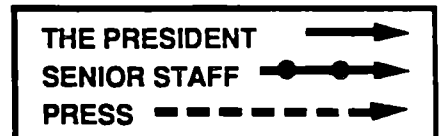
THEATER DE LA CIUDAD-STAGE
Monterrey, Mexico
Tuesday, November 27, 1990



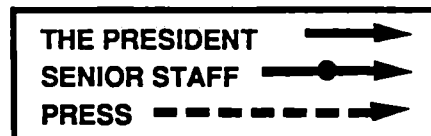
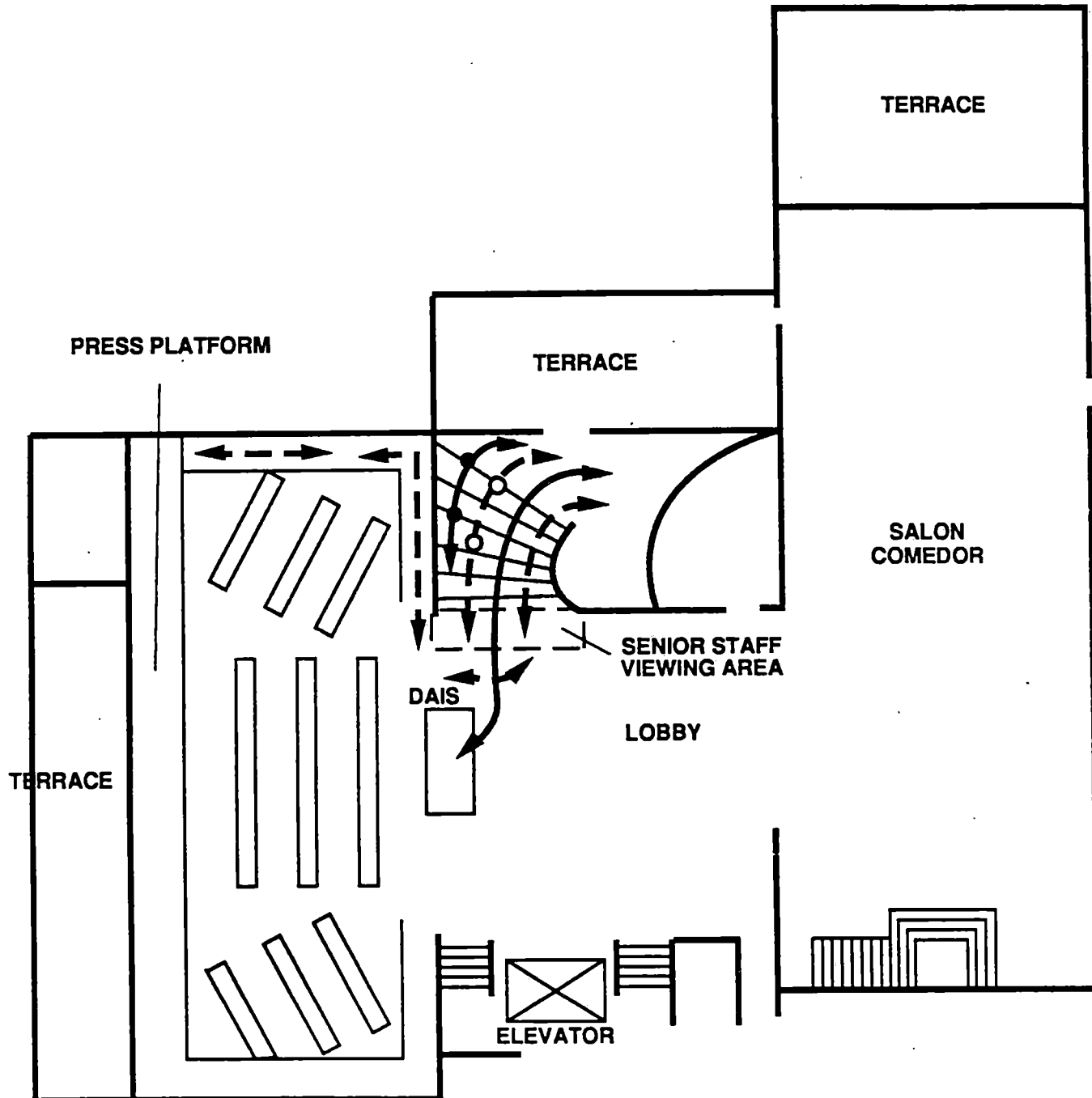
CASINO DE MONTERREY
FIRST FLOOR
Monterrey, Mexico
Tuesday, November 27, 1990



ABASOLO STREET



**CASINO DE MONTERREY
SECOND FLOOR
Monterrey, Mexico
Tuesday, November 27, 1990**

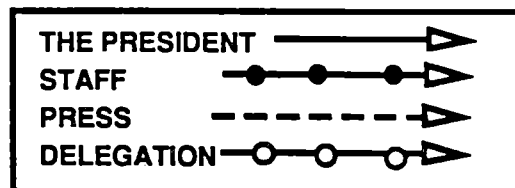
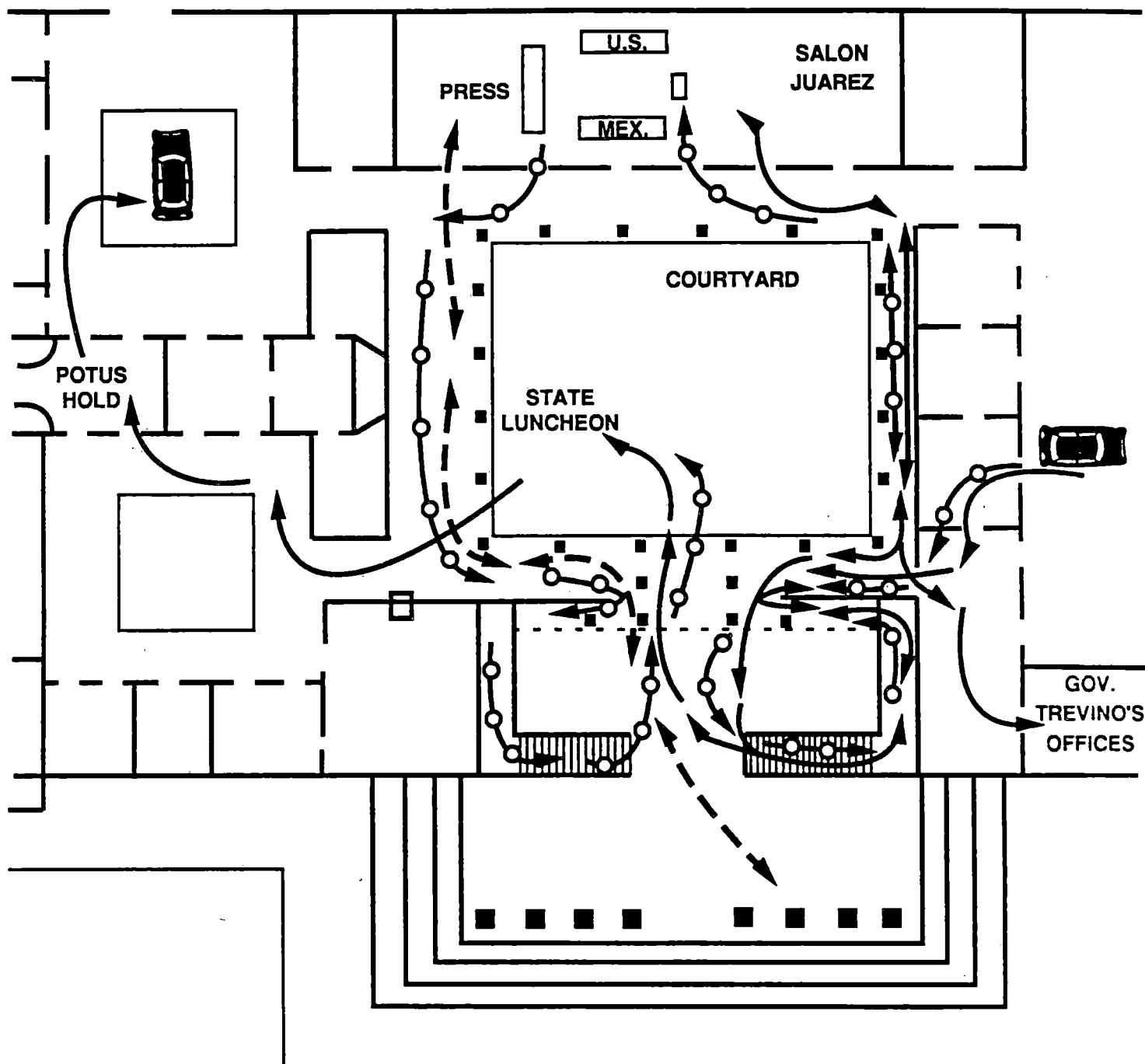


COURTYARD OVERVIEW

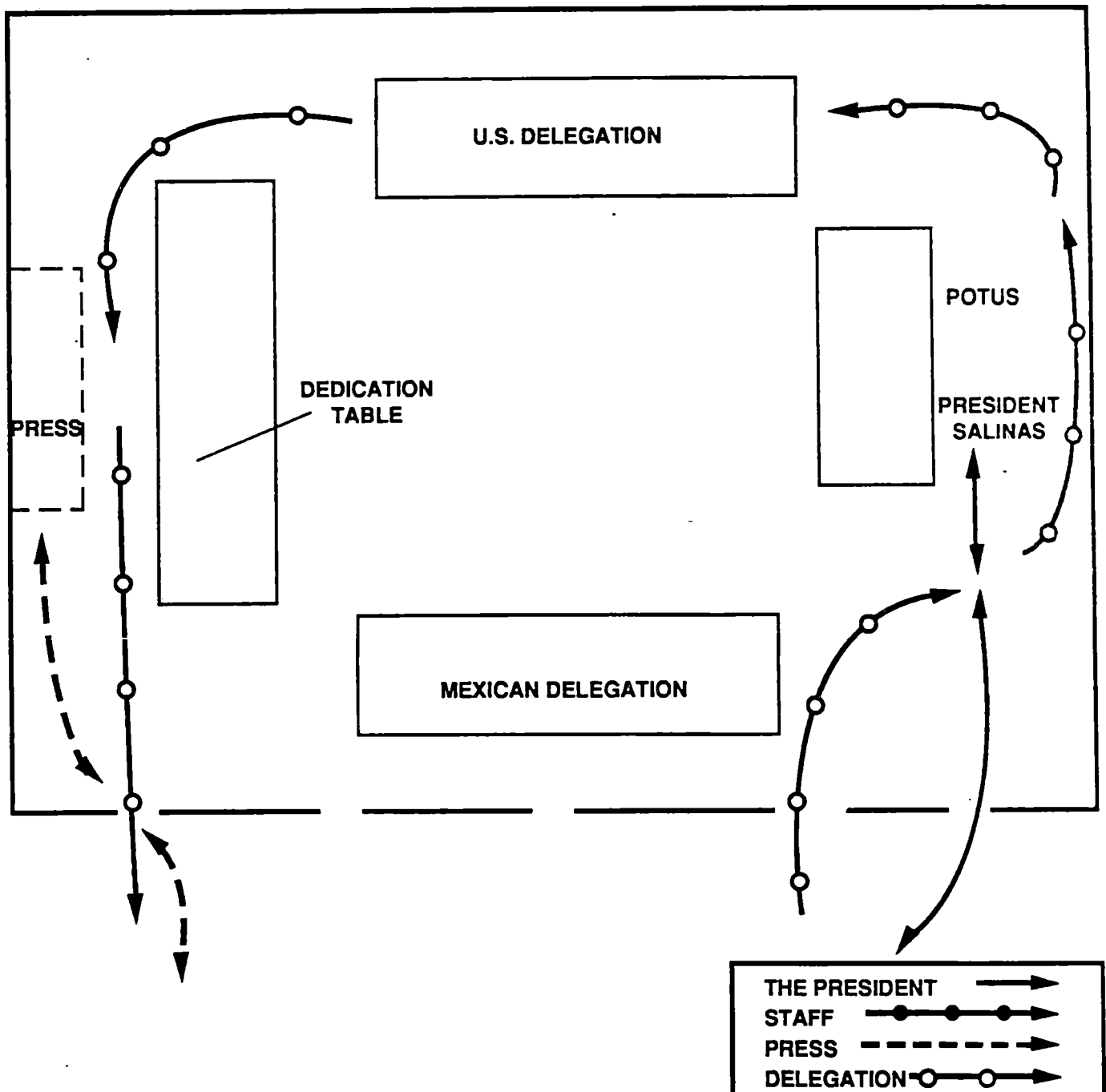
STATE LUNCHEON AND DEDICATION

Monterrey, Mexico

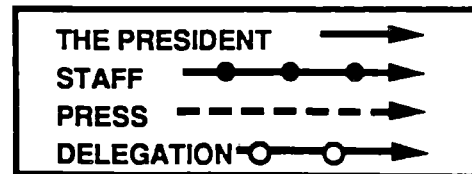
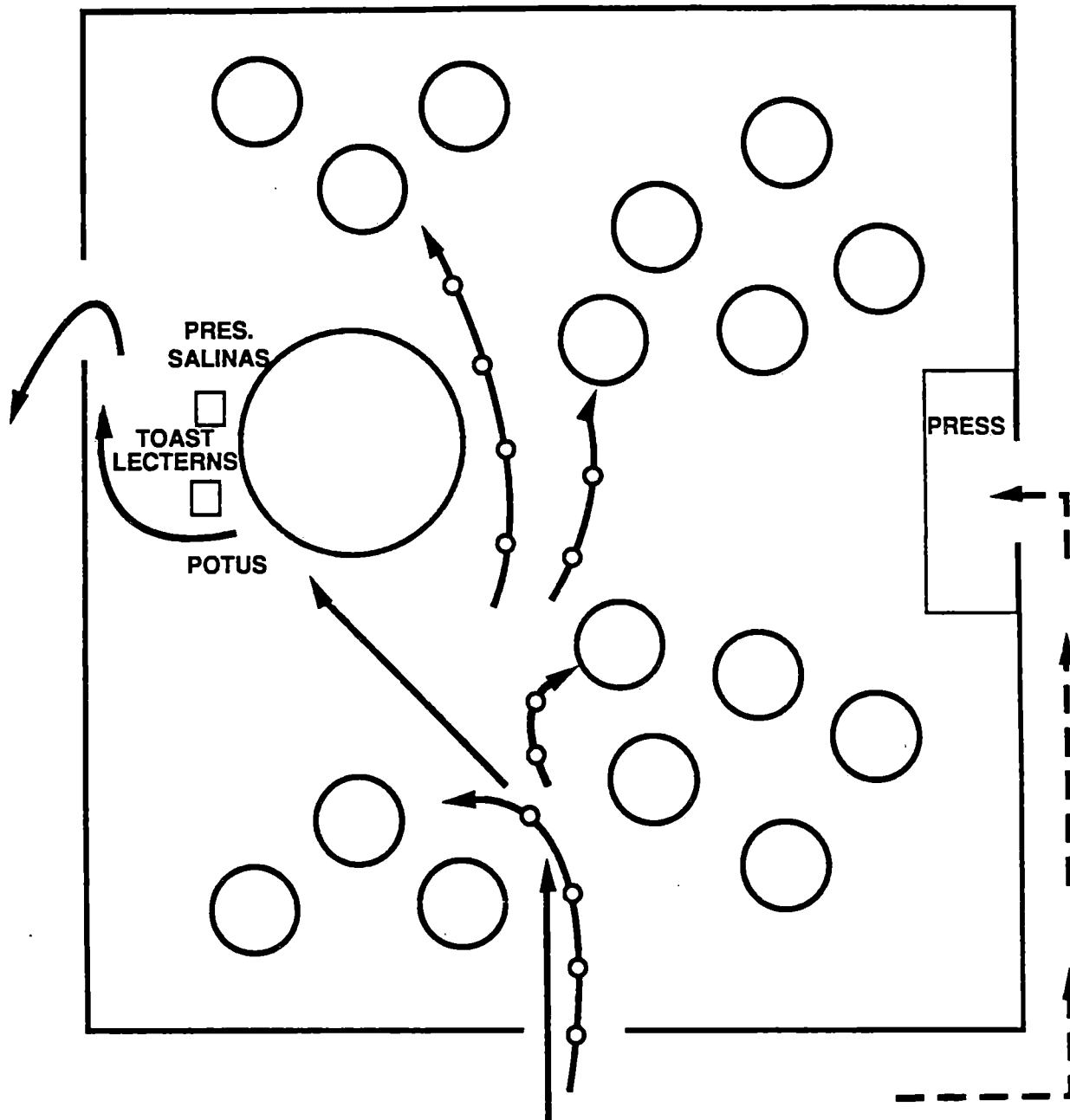
Monday, November 26, 1990



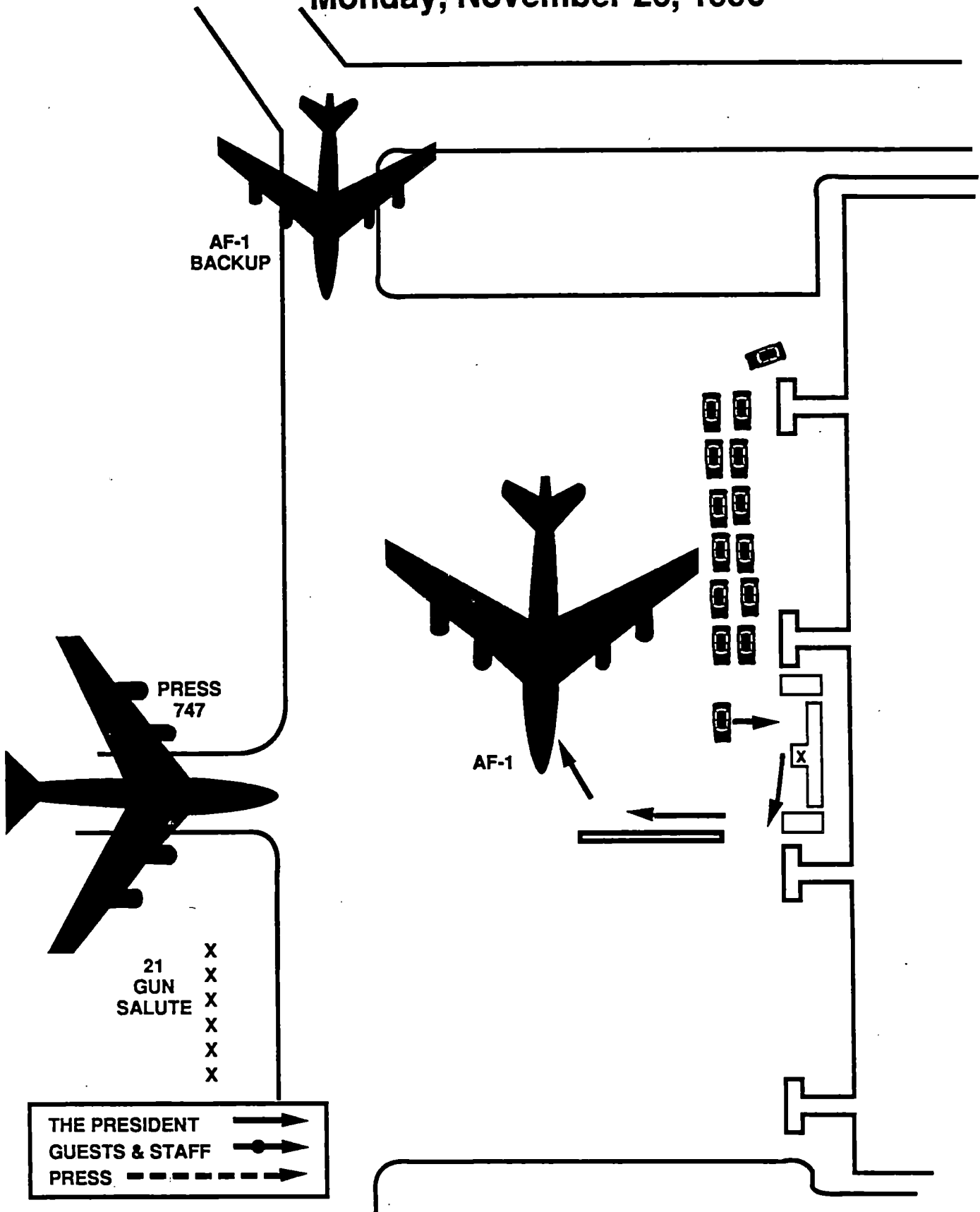
UNIVERSITY PROGRAM DEDICATION CEREMONY
GOVERNOR'S PALACE, SALON JUAREZ
Monterrey, Mexico
Tuesday, November 27, 1990



**GOVERNOR'S PALACE
STATE LUNCHEON
Monterrey, Mexico
Tuesday, November 27, 1990**



GENERAL MARIANO ESCOBEDO AIRPORT
DEPARTURE
Monterrey, Mexico
Monday, November 26, 1990



ROOM LIST

WHITE HOUSE ROOM LIST

FOR

MONTERREY, MEXICO

NOVEMBER 26 - 27, 1990

OFFICES	HOTEL	ROOM	DROP
Staff Office	Crowne Plaza	1131-1132	220-223
Press Advance Office	Crowne Plaza	1133-1101	224
Senior Staff Office	Crowne Plaza	1401-1402	281
Senior Staff Lounge	Crowne Plaza	1401-1402	281
National Security Office	Crowne Plaza	1117	286
State Admin Office	Crowne Plaza	1129	262
USSS Command Post	Crowne Plaza	1431-1432	238
WHCA Office	Crowne Plaza	1110	240
WHCA Comm. Center	Crowne Plaza	1115	242
Military Office	Crowne Plaza	1122	379
First Lady Staff Office	Crowne Plaza	1126	354
Dispatch - Motorpool	Crowne Plaza	1102	263
Press Office	Crowne Plaza	NL 1	228
Press Secretary's Office	Crowne Plaza	NL 1	227
Filing Center	Crowne Plaza	NL 2-3	225
Travel Office	Crowne Plaza	NL 1	217

LAST NAME	FIRST	HOTEL	ROOM	DROP
ADAIR	Doug	Crowne Plaza	1521	
ANTHONY	Greg	Crowne Plaza	829	
ARONSON	Bernard	Crowne Plaza	1505	
BERMAN	Wayne	Ambassador	254	
BIRD	Debbie	Crowne Plaza	1230	
BLACK	Matthew	Crowne Plaza	718	
BRADY	Nicholas	Crowne Plaza	1405-1406	306
BRULTE	Jim	Crowne Plaza	1229	357
BULL	Jeannie	Crowne Plaza	1508	350
BURNS	Ed	Crowne Plaza	809	
BUSCH	Michael	Crowne Plaza	1509	
CAUGHMAN	Bruce	Crowne Plaza	1429	325
CICCONI	Jim	Crowne Plaza	1412	314
DALE	Billy	Crowne Plaza	711	336
DAVIS	Mark	Crowne Plaze	723	
DEMAREST	Dave	Crowne Plaza	1414	323
DEMPSEY	Robert	Crowne Plaza	921	
EAGLEBURGER	Lawrence	Crowne Plaza	1531-1532	355
ELLIOTT	John	Crowne Plaza	706	
FARRIS	Melinda	Crowne Plaza	911	
FAY	Matt	Crowne Plaza	803	

LAST NAME	FIRST	HOTEL	ROOM	DROP
FIRESTONE	Laurie	Crowne Plaza	1525	
FITZWATER	- Marlin	Crowne Plaza	1419-1420	332
FRILLES	Orlando	Crowne Plaza	1425	307
GAJESKI	Antone	Crowne Plaza	1212	393
GANNT	Florence	Crowne Plaza	1205	317
GEISSINGER	Spencer	Crowne Plaza	1504	324
GRAY	Wendy	Crowne Plaza	1519	
HALEY	Sondra	Crowne Plaza	931	
HALLETT	Carol	Crowne Plaza	1517	
HAMM	Shannon	Crowne Plaza	1518	
HARBIN	Foster	Crowne Plaza	1228	212
HERRICK	John	Crowne Plaza	1503	334
HILLS	Carla	Crowne Plaza	1415-1416	304
HUGHES	Ann	Ambassador	272	
HUGHES	Evan	Ambassador	256	358
HURLEY	Dwayne	Crowne Plaza	718	
JOHNSON	Jackie	Crowne Plaza	923	
JONES	Howard	Crowne Plaza	816	
JUSTICE	Wayne	Crowne Plaza	1529	382
KELLER	John	Crowne Plaza	1203	322
KENNELLY	Lyn	Crowne Plaza	1225	211
KOLOSZAR	John	Crowne Plaza	829	
LAMPKIN	Kendall	Crowne Plaza	1227	253
LEANDER	Susan	Crowne Plaza	508	
LEATHERMAN	Millie	Crowne Plaza	607	
LENT	Michael	Crowne Plaza	816	
LORD	Bill	Crowne Plaza	905	298
MAGAW	John	Crowne Plaza	1528	360
MARINZEL	Eddie	Crowne Plaza	1215	230
MARTIN	Christina	Crowne Plaza	1231	
MAURO	Tony	Crowne Plaza	1524	387
MCGANN	Sharon	Crowne Plaza	1408	
MCGRATH	Michael	Crowne Plaza	921	
MCKENZIE	Lynn	Crowne Plaza	1522	
MCQUEENEY	Arthur	Crowne Plaza	817	
MCSWEENEY	John	Crowne Plaza	906	216
MICHAEL	Hilario	Crowne Plaza	917	
MILLER	Russ	Crowne Plaza	1421	361
MINOR	Dorothy	Crowne Plaza	507	
MOLEY	Kevin	Crowne Plaza	1202	210
MOSBACHER	Robert	Ambassador	256	358
MOYER	Skip	Crowne Plaza	725	378
MULFORD	David	Crowne Plaza	1514	
MULLER	Robert	Crowne Plaza	823	
NASH	Michael	Crowne Plaza	1523	384
NEGROPONTE	John	Crowne Plaza	510-511	303
NEGROPONTE	Diana	Crowne Plaza	510-511	303
NICKEL	Kenneth	Crowne Plaza	714	299
PARMER	Jay	Crowne Plaza	1204	353
PEREZ	Anna	Crowne Plaza	1515	
POPADIUK	Roman	Crowne Plaza	1533	335

LAST NAME	FIRST	HOTEL	ROOM	DROP
POWERS	Carol	Crowne Plaza	1501	
PRESOCK	Patty	Crowne Plaza	1516	326
PRYCE	William	Crowne Plaza	1520	
REANO	Paula	Crowne Plaza	1223	214
REED	Joseph	Crowne Plaza	1506/1507	346
REILLY	William	Crowne Plaza	1217	352
ROGERS	Ed	Crowne Plaza	1422	311
ROGICH	Sig	Crowne Plaza	1403/1404	348
ROH	Chip	Crowne Plaza	928	
ROSS	Jake	Crowne Plaza	1430	381
ROSS	Robin	Crowne Plaza	826	
ROSS	Steve	Crowne Plaza	1201	213
ROUND	Betsy	Crowne Plaza	509	
RUTH	Michael	Crowne Plaza	1211	393
SCOWCROFT	Brent	Crowne Plaza	1417/1418	316
SHEBUSKI	Ellen	Crowne Plaza	1209	385
SMITH	John	Crowne Plaza	808	
ST. CLAIR	Amey	Crowne Plaza	1224	267
STONE	Sheila	Crowne Plaza	828	
STUMP	Dennis	Crowne Plaza	729	377
SUDBECK	Tom	Crowne Plaza	1233	
SUNTUM	Peggy	Crowne Plaza	506	
SUNUNU	John	Crowne Plaza	1423\1424	312
SWIFT	Peggy	Crowne Plaza	1502	307
TERPELUK	Diane	Ambassador	270	
THORNBURGH	Richard	Crowne Plaza	1410-1411	305
VALDEZ	David	Crowne Plaza	1526	337
VENTERS	Dale	Crowne Plaza	904	
WALLACE	Roger	Ambassador	271	
WICKHAM	William	Crowne Plaza	703	
WIEDERMAN	Bob	Crowne Plaza	817	
WILLIS	Cathy	Crowne Plaza	1226	257
YOUNG	Phil	Crowne Plaza	904	383
ZOELICK	Robert	Crowne Plaza	1530	



CARLOS
SALINAS DE GORTARI
1988-1994

INAUGURAL ADDRESS

December 1, 1988

CARLOS
SALINAS DE GORTARI
1988-1994

INAUGURAL ADDRESS

December 1, 1988

Presidency of the Republic
Office of the Press Secretary to the President

HONORABLE CONGRESS OF THE UNION,

MEXICANS:

With emotion and conviction, I have sworn to observe and uphold the General Constitution of the Republic and the laws that stem from it. I know the powers they confer on me; I will exercise those powers to the full in carrying out the mandate received from my fellow citizens. I know the limitations imposed on me by the law, as well as those which custom and the voice of the people set on my conduct; I will observe them as a good citizen must. Mine will be a democratic Presidency, which respects and strengthens the constitutional balance between its powers and those of the legislative and judicial branches of government. I will promote an efficacious relationship with the state and municipal governments by encouraging the decentralization of functions, resources and activities. The Presidency will base its conduct of the nation's affairs on the solid fundation provided by the institutions of the Republic.

I will unfailingly, loyally and patriotically defend the highest interests of the nation. I will govern for all Mexicans. I will serve my fellow citizens, all my fellow citizens, without discrimination or preference. I will take care never to put the country's destiny at risk; I will act decisively to improve the well-being of the people; I will firmly uphold institutional order. I will keep the campaign promises I made in every state and community I visited. My work as President will be consistent with the commitment I assumed as candidate.

I will govern the country with unwavering respect for the principles and project of the Mexican Revolution. In doing so, I will rely on the vast store of cultural and political experience that we Mexicans together have accumulated. I will draw inspiration

from our historical stature as a great people, sure of our vigor as a nation, proud of our extraordinary strength of character, confident of our tenacity in overcoming obstacles and challenges, however difficult they may be. I will govern in the certainty that Mexico, because of its history, dimensions and the quality of its people, deserves to hold a stronger position among the nations of the world.

I take office as President of the Republic in a complex hour, marked at once by collective hope and by the accumulated weight of our sacrifices, by the need to build for the future and by the urgent necessity for immediate accomplishments.

This is a singular moment in our history, weighted with risk, yet rich in opportunities. I meet it in good spirits, and with optimism.

I have faith that the winds of change will favor us, because our efforts are directed along a steady course. Our nationalism gives us strength. We have a historic project that has been shaped by generation after generation. Each has responded to the needs of its time; each has met the challenges of its day. This endeavor has given us our identity, our historic stature and a dedication to justice and freedom. The Independence movement, the Reform and the Revolution are evidence of the people's determination to forge for themselves a unique destiny and their own institutions and organizations. Our capacity to change has enabled us to withstand the strongest onslaughts and to continually adapt to new circumstances. We know that our problems are not the result of a failure of our efforts, but rather of the magnitude of the adversity we have faced.

The past few years have put our country's strength to the test. It fell to Miguel de la Madrid to confront one of the most serious economic crises in memory. These have not been years of rest, but of crisis and sacrifice. In this situation, he acted patriotically, responsibly, and with clear strategy in all areas, not only to avert the dangers that threatened the country, but also and above all to reestablish and revitalize our confidence in ourselves and to strengthen our historic viability. Miguel de la Madrid leaves us a more effective State, a healthier economy, our freedoms intact and a more vigorous political life. He leaves us the

example set by the qualities of his own conduct: honesty, tolerance, firm resolve and equanimity. On reaching the end of the mandate conferred on him by the people, he enjoys the respect of the majority of the Mexican people. Because of the struggle he led, his legacy is one of profound renovation. We will build change and progress on this foundation.

Now, we must progress toward change. The modernization of Mexico is essential if we are to meet the demands of the 85 million Mexicans of today, whose ranks will swell by 10 million more in the next six years.

All will require food, municipal services, housing, education and an honest way to earn a living. During my administration, nine million more students will enroll in the national educational system, students with legitimate hopes for a better quality of life than that of their parents. Every year, one million more young people will begin seeking a decent job, a secure future, and a just and sovereign nation. To meet these challenges, we must have equitable growth; we must make State action more effective, increase general productivity, unleash the energy of the community, and ensure that grassroots participation takes hold. In brief, we need to modernize politics, the economy and society.

The modernization of Mexico is, moreover, an absolute imperative. This is the only way we will be able to affirm our sovereignty in a world undergoing profound transformation. A scientific revolution is under way. The centers of dynamic change in technology, finance and trade are ever more distant from the centers of military power. The end of East-West conflict is anticipated. Diplomatic negotiation is beginning to take precedence over military solutions. The so-called Cold War is over. Competition on the basis of new technologies and lower costs will become more fierce. This will bring about a corresponding development of multilateral relations. Pressures will increase. Consequently, on the international scene, the prospect is for more complexity and more tension.

Therefore, the majority of Nation States are changing, regardless of their location, ideology, political practices or the level of industrialization they have achieved. Worldwide, the trend is for States to restructure in seeking greater strength and enhanced

ability to manage their affairs. They are not doing so because it is the fashion or to imitate others, but as a formula for taking action in the face of international competition and in order to meet their peoples' needs. We will change in order to put ourselves into the vanguard of world transformation.

It is not a question of unwisely changing everything in sight. On the contrary, we will act firmly and with consistent decisions; we will do so without haste, gradually, in depth and without damaging the solidity of our political structure. We will make changes that reach down to our roots, avoiding flashy but short-lived displays.

We will have to promote change in very different spheres, but we will do so within the framework of our rule of law and taking into account at all times the protection of our sovereignty and the well-being of the people.

Our path toward change will be a nationalist, democratic and popular modernization. It will be a nationalist modernization because it reaffirms the fundamental values that give us our sovereignty and independence and the defense of our national interests. It will be democratic, because we will carry it out as a concerted action, combining the jointly responsible participation of all citizens, groups, organizations, parties and sectors; because it is aimed at broadening opportunities for political action and creating the institutional channels required for society's increasing participation; and it will be a popular modernization because it will have a clear social purpose: to improve the well-being of our fellow citizens. I will encourage and lead the national modernization effort, which will respect our traditions and the diverse and multifaceted identity that unites us as Mexicans; by transforming ourselves, we will not destroy our past, but rather preserve it with pride as a banner of our national identity.

In order to channel these changes in an orderly manner and ensure that the general interest prevails, we must modernize the Mexican State. Now that the major social forces have been created, it is time to recognize and encourage the extraordinary potential of community initiative and personal efforts to excel. At the dawn of the new century and the new millenium the State cannot and should not attempt to be the sole actor, but

rather the guide of a democratic society; not to play the largest, but rather the most just and efficient role; not to sap society, but rather to release its enormous energy. Avoiding excesses and myths, the modern State must turn anew to its original principles, which promote justice and change, and thus be able to continue calling itself revolutionary. The transformation of the Mexican State will be a rendezvous with its future, not a nostalgic but impossible return to the past.

The modern State guarantees the security of the nation and at the same time provides security for its citizens; it respects and enforces respect for the law; recognizes political pluralism and heeds criticism; encourages a civil society; prevents the exacerbation of conflicts between diverse groups; maintains openness and modernizes its relations with the different political parties, with the labor unions, with businessmen's groups; with the Church, and with all the new organizations in the countryside and in the cities.

The modern State directs the national development strategy; it creates the conditions for sustained, stable growth; improves efficiency and strengthens enterprises of strategic and priority importance; divests itself of non-essential enterprises so as to broaden its action in meeting its social responsibilities and explains the reasons for such decisions; and attends diligently and as a fundamental objective to the well-being of the people.

The modern State does not neglect its responsibility to the groups that require its support, such as working women, unprotected children, pensioned adults, and Indian groups, and it broadens their opportunities and is the first to defend them. Social well-being in the modern State is not identified with paternalism that takes the place of individual efforts and inhibits the development of character; today, raising the living standards of the people can only be the product of responsible action shared equally by the State and by society.

We are going to modernize the Mexican State as regards its responsibilities and its social bases, its political institutions and its economic affairs, its contact and closeness with the people. The State will be the effective guide of Mexico's modernization; but this modernization will only be possible if society has joint re-

sponsibility in the process and democratic methods are employed.

We are a highly complex society, and not only in terms of contrasts. The diversity of our economy; the size and dynamic growth of our population; our vast geographic area; the variety of interests that come into play every day, and our mosaic of cultures are all factors that make Mexico's response to each challenge as multifaceted as its own makeup. Thus, only by meshing the efforts of different groups, sectors, regions and of all individuals will we be able to provide responses commensurate with individual aspirations and with the magnitude of the challenges we face. To give impulse and movement to the modernization that we will put into effect by our own volition, as well as by necessity, we must work together with joint responsibility. Everyone must do his part, with enthusiasm and commitment. No task is too small and no effort is insignificant. I consider the work of every one of my fellow citizens to be indispensable. Everyone counts in building up the greatness of Mexico.

In view of the challenges we face; of the political and social transformations that have already taken place; and in order to achieve modernization and change through institutional, legal and peaceful channels, I propose to my fellow citizens three new National Accords. I do so with conviction and in good faith, in recognition of citizens' demands. These three Accords seek to deal with the immediate demands and to open up new prospects and horizons for Mexicans.

I propose:

First, a National Accord for the Expansion of our Democratic Life;

Second, a National Accord for Economic Recovery and Stability; and

Third, a National Accord for the Productive Improvement of Social Well-being.

Mexico is living an essentially political moment. The nation has opened its doors to the imagination and to the texture of our different ideas on how our society should work. In representative institutions, in new organizations and those undergoing transformation, in the critical view of Mexicans, Mexico now wears a

different face from the one it had not more than a decade ago. We are moving toward a new balance in the nation's political life. This did not suddenly emerge on July 6; it simply became manifest on that date. There is a new political Mexico; a new citizenry with a new political culture; the expression of that culture demands the transformation of political channels. The political organization that has the vision, talent and courage to understand modern times an act in consequence will succeed in heading this new culture and this new political task. That is the challenge. Let us confront it with optimism, looking to the future.

Faced with this new reality, my government will further the opening of our democratic life. To that end I propose a Political Accord that will strengthen our unity and allow room for our differences. It must be an Accord that perfects electoral procedures, updates the party system and modernizes the practices of political protagonists beginning with the government itself.

My administration will offer a response to citizens' demands for respect for pluralism and effective participation. The most pressing need in the political sphere is the guarantee of clean elections. I share this concern of citizens. We must guarantee to all that their political strength, accurately measured by the voters' free decision, will be counted and recognized by all parties. We urgently need confidence, openness and acceptance of others.

The new Federal Electoral Code contains sections that signify genuine advances and others that have left all parties unsatisfied, including the PRI. In addition, pre-election tactics by some opposition parties and deficiencies in the official information mechanism, which were not explained in good time by the competent authority, contributed to leaving some groups in doubt about the election results; this gave rise to the charges of deceit being levied today by some opposition parties, which they have used to advantage in raising a banner of vindication and personal justification, and as a tactic in political negotiations.

Their intention is becoming increasingly clear. I invite them respectfully to deal truthfully and honestly with their followers: that is the elementary obligation of a politician. Let us recognize

that we have lived an intense electoral contest which was a new experience for us all and which is evidence of the considerable progress we have made in our pluralistic coexistence. It has also shown that much remains to be updated and improved in our political life.

I faced strong opponents, all of whom are committed to Mexico. Now that the democratic contest is over, it is time to secure national unity through dialogue, respect and good faith. That will be the attitude of this administration in the new stage we are entering today.

We will move forward: to that end, and to improve the clarity of electoral results, I hereby call for the revision of the current Electoral Code.

I am determined to carry through a democratic reform. I have invited the political parties to a dialogue. I hereby ratify my invitation. I know this issue is of interest to all the country's political forces. It is the duty and concern of all of us. We will work together in this task. The depth and pace of that reform will depend on the degree of consensus that the different political forces can attain.

We must respond with talent to the political sensibility of the Mexican people, who, to express their distress at the deterioration of living standards, chose institutional means: the ballot box rather than confrontation.

We must embark on the political modernization of Mexico without delay. Let us welcome a different, more open, richer democratic life, with renovated political parties. Let us recognize, above all, our joint responsibility in this process. These are times for recognizing the competition in politics; competition means more, not less responsibility on the part of the political parties toward their members, toward the other parties and toward society as a whole. Competition calls for ensuring the respectability of institutions, but not their resistance to change.

Competition has a special significance for the party that promoted my candidacy to the Presidency of the Republic. It represents a historic opportunity to modernize the Institutional Revolutionary Party, renovating practices and procedures and strengthening principles and aims. Because of the firmness of its ideology

it does not fear negotiations, nor does it negotiate out of fear; at the same time, it does not confuse negotiation with capitulation, nor with what is popularly known as scam. The new reality obliges it to serve the community better, to be close to the people, to heed their claims, to meet their demands. It is the party which, in government, has been the instrument of peace, order and change in Mexico. Spurred by competition and by the will of its members, I am certain that it will continue in the vanguard of the nation's political transformation.

Political change alone, however, will not be enough. In economic stagnation, democracy would wilt; political competition would become social strife, and objectives of equity would be frustrated. Without growth, it would be impossible to achieve justice or to realize the potential we have for improving the quality of life. That is why we must grow again.

I propose to launch a new era of growth. We already have the structural bases for achieving it. We must set in motion a new development strategy within the context of the National Accord for Economic Recovery and Stability.

We must leave the crisis behind, but not the tenacity that it imposed upon us. We must begin to recover our standard of living, but also maintain the habits of saving, productivity and efficiency. The working people of Mexico know that whatever they have gained or whatever they have safeguarded has been by dint of their own efforts. The Mexican people have told me that they do not expect easy solutions; what they demand is that problems be resolved, that we honestly formulate a prompt and lasting remedy. They know that no miracles will occur, but I assure them that there is indeed good reason for hope.

The State will meet its responsibilities in attending to social welfare outlays and the productivity of strategic and priority enterprises. Public investment will be the key to recovery —not because of the amount spent, but because of where it is spent. We will encourage private sector activities and foster conditions that enable the private sector to contribute to economic and social development, as provided for by the Constitution. Private investment will play a fundamental role in economic recovery, given the substantial soundness and financial power of privately

owned companies. Non-oil exports will also be a key factor for growth. At the same time we will expand the domestic market, increasing employment and gradually strengthening the purchasing power of wages in the process of recovery. We will promote the activities of the social sector through effective practices for production, solidarity and the development of a new social base.

We will maintain our nation's sovereignty over energy sources and will focus on savings in consumption and on diversification of sources, giving primary, but not exclusive attention to supplying the domestic market. We will give clear priority to excellence in scientific research and to the productive use of technological developments: it is on this that our strength at home and abroad will depend in the future. We will expand the country's infrastructure; we will modernize the highway system, actively incorporating private savings and investments; we will give added impetus to the development of railroads, telecommunications, seaports and aviation. We will energetically promote tourism activities in order to provide wholesome recreation for the Mexican people and obtain the foreign exchange, jobs and regional development generated by international tourism.

The driving force of new growth will come primarily from domestic savings. However, the current situation regarding the foreign debt is blocking economic recovery. We will not resume steady growth if we continue transferring five percent of our gross national product abroad each year, as we have been doing to date. This situation is unacceptable and unsustainable. Our top priority will no longer be to pay, but to resume growth.

This is neither demagoguery nor a warning. It represents thoughtful reasoning based on the needs of my people and the tremendous effort we have already made. We have shouldered our responsibility in not attempting to shift the blame for our errors to others, and we have corrected structural deficiencies. Now we must begin to grow again.

I hereby instruct the Secretary of Finance to immediately begin negotiations on the foreign debt under the following premises: first, the net transfer of resources abroad must be reduced so that the economy can resume sustained growth; second, the cumulative amount of previously contracted debt outstand-

ing must be reduced; third, the new resources required for Mexico's sustained growth must be guaranteed for a term sufficient to prevent the uncertainty caused by annual negotiations; and fourth, the real value of the debt must decline during the course of this administration, and it must represent a decreasing percentage of what we produce in Mexico.

We cannot live under circumstances in which one year we have resources, but the next year's resources are in doubt. Solutions that are permanent, and not merely temporarily effective, must be found. These negotiations should be completed within a reasonably brief period of time with the world banking community, multilateral organizations and the governments of the industrialized nations. By the same token, responsible dialogue and communication should be maintained with other debtor countries.

It is not a question of negotiating the debt in order to revert to wasteful practices or financial disarray, nor of assuming that foreign relief is the solution to all our problems. I repeat, we had domestic problems before we went too deeply into debt, and we will have to continue dealing with them even after lightening the burden of the debt. The solution still depends on our domestic efforts, on our proposals for action and on our collective ability to implement them.

We will, therefore, continue our efforts to place public finances on a sounder footing. I want to emphasize this point: in my administration there will be strict control of expenditures, for otherwise we would again face runaway inflation. We will modernize the financial system to encourage private saving, and we will establish discipline, punishing abuses in the stock market. To strengthen consumption, saving and investment, corporate and personal income tax rates will be lowered, thereby broadening the tax base. Lower taxes and more taxpayers who fulfill their obligations will enhance saving and encourage hard work.

In view of the gravity of our social deficiencies, economic recovery must be achieved with as little delay as possible. But to recover lasting growth with price stability, the increase in economic activity must be gradual.

Immediate growth is limited by the low rates of investment in

recent years. A sudden recovery would lead to an imbalance that would again bring us to the brink of hyperinflation. We cannot force the pace. Therefore, we shall give special attention next year to the consolidation of price stability essential to sustained development.

The economic policy for 1989 will be a transitional one. That is required by the time needed for the process of firm negotiation of the debt with foreign creditors. For that same reason, the debt problem must be resolved quickly. Until that occurs, strict discipline in economic management must be maintained in order to reduce the vulnerability of our balance of payments and keep it from weakening our position in foreign negotiations.

I ask my fellow countrymen to join with me in making the additional effort that is required by this transition. In that way we will be able to negotiate with our creditors from a stronger position.

I am convinced that we will achieve a satisfactory renegotiation, because right and reason are on our side. We will then be able to embark upon a new stage of stable and equitable growth for Mexicans. We will thus create the conditions that will enable our fellow citizens to have a decent life and not merely eke out a bare existence.

A consistent economic policy and effective coordinated action have made it possible to lower inflation to levels we have not seen for nearly two decades. On the basis of our successful experience with the Pact, we will establish institutional means for concerting our activities with those of the social sectors as an ongoing method to be used in setting economic policy. Under the terms of the Planning Law, we will create the National Council for Concerted Economic Planning. Within this framework, the general economic policy guidelines for next year will be defined and the 1989-1994 National Development Plan will be drawn up.

The principal reason for government endeavors is to see to the prosperity and security of all citizens. We will resume growth, but we will not wait for economic recovery to set out on the road to justice and equity. Therefore, I propose to the nation that we immediately launch a National Accord for the Productive Im-

provement of Social Well-being aimed at effectively raising the living standards of our fellow citizens.

In order to implement this Accord, we will concentrate resources and efforts on four critical areas that are my administration's social priorities, which must be addressed without hesitation or delay.

These social priorities are: eradicating extreme poverty; guaranteeing public safety; providing adequate basic services in the states of the Republic; and restoring the quality of life in Mexico City.

The most fundamental goal of the Mexican Revolution, which is social justice, has not been achieved. We must regain our sense of outrage at the existence of poverty and inequality, which still cast their shadow over many regions of our country. Poverty almost always feeds on itself; it does not disappear of its own accord, but is only defeated by action that breaks the cycle of poverty and brings about change. In order to reverse the decline in living standards, we must act now and act decisively.

I will immediately set in motion the National Social Solidarity Program, which contains effective measures to be applied in the rural regions and urban areas with the lowest standards of living. Furthermore, our maximum support and fair treatment will be directed toward Indian groups, who demand our respect. Although it is true that by increasing employment and improving the coverage and quality of education we will create the structural means for reversing inequities and the growing concentration of wealth, we need to supplement these means with this Social Solidarity Program. I do not expect to eliminate the effects of centuries of neglect in the course of just a few years. It is not a matter of taking from some to give to others, but rather of honoring the historical and moral obligation we have to those who have suffered most.

The well-being of every family must be the measure of our nation's prosperity. The principal objective of equity is a higher living standard for everyone; but the greatest benefit should be for those who have the least, and those who have the most should benefit less. My proposal is inspired in José María Morelos's *Sentimientos de la Nación*.

To cope with lowered living standards, we are going to promote new ways of incorporating workers into the labor force, that is, productive programs to improve social welfare rather than indiscriminate subsidies that perpetuate inequities. Such programs will include activities in the areas of food supply; low-cost housing with streamlined credit procedures; law enforcement; the expansion and improvement of educational opportunities; the provision of electricity to communities; potable water supply; agricultural infrastructure; health-care services; reforestation; and programs of recoverable investment. By participating in these programs, Mexicans can make the solidarity shown during the 1985 earthquakes a permanent feature of our life. I call upon all my fellow citizens to make a solidary commitment to those who have least, in order to remedy the plight, which is often severe, of low-income groups.

The primary, basic and compulsory duty of a good government is to provide security for its citizens in their daily activities, and for their families and property. In the six years that lie ahead, I will not waver in my determination to ensure the safety of Mexicans throughout the country. The Mexican people are tired of crime that goes unpunished, of the arrogance of some authorities, and of the systematic flouting of the law by many of our fellow citizens. With all due respect for its autonomy and dignity, by providing the Supreme Court with the means to fulfill its responsibilities as a constitutional tribunal, we will give every assistance to the Judicial Branch of the Federal Government. We will renovate Mexico's police forces, and we will drastically restructure them in order to guarantee control, honesty, and effective action. We will be swift and even-handed in fighting crime. I will submit a reform bill to increase penalties for the more serious crimes. The Mexican people demand energetic action. I will respond to their demands.

Drug trafficking has become a grave threat to Mexico's security and to the health of its people. The fight against drugs is now a matter of State. I will create a new section in the Office of the Attorney General of the Republic devoted solely to fighting drugs, with a larger and better trained staff. We will increase the penalties for drug trafficking and we will redouble our ef-

forts to bring those who promote the drug trade to justice, whoever they may be.

We will take a realistic and creative approach in building an effective network of basic services in every state of the Republic. Responsibility for solving this problem cannot and should not be assumed solely by the government. Many sectors of society can contribute. The objectives are clearcut: as regards food, to guarantee an adequate supply in both the city and the countryside, to regulate the basic-food market, and to reduce inflation. As regards supply, to transform marketing distribution networks and to ensure a clear, explicit, and straightforward policy for the application of such subsidies as are absolutely indispensable. As regards health, to expand primary care services; to improve the quality of care, especially in treating the public courteously, and to further decentralize the health-care as well as to modernize its infrastructure.

We will maintain ambitious goals with regard to housing, the primary physical space in which our life develops, our habits are formed, and our values and morals take root. We will see to it that the environment is respected and renewed; we must learn to live without polluting by changing our attitudes and behavior patterns. This applies to all of us without exception, because everyone is affected. We will proceed at once to take measures that will make it possible to raise the income of pensioned retirees who have dedicated their efforts to the well-being of our homeland.

The principal tasks of the coming years will be to ensure the quantity and adequate coverage of education; but the first priority will be to achieve the quality of education required by society and the economy. If we fall behind in the revolution of knowledge, we will be annulling our future. I will channel an increasing volume of resources to primary and intermediate education.

We will respond to the calls made by centers of higher education for assistance that will enable them to more effectively perform their tasks and raise the living standards of professors, researchers, and workers. In exchange, society expects young people to receive better training and to devote themselves more fully to their studies.

I would like to say to Mexico's teachers that their work is fundamental. They bear the heavy responsibility of educating our children in a climate of freedom. But I am convinced that in order to ask them to improve the quality of their work, we will have to improve their living conditions. We will meet our commitment to teachers so that they can meet their commitment to Mexico. I hereby instruct the Secretary of Public Education to call as soon as possible on teachers, parents and responsible organizations to join the authorities, within the framework of freedom of education, in drawing up a program for a major transformation of the educational system, without which Mexico will not be able to modernize or achieve equity. I respectfully call on the state Governors to make effective use of this commitment by the Federal Government to provide greater security and better living conditions for their states. I am convinced that you, within your geographical spheres of competence, will respond skillfully and effectively to this urgent demand of your fellow citizens.

In the capital of Mexico, in addition to social and productive needs, two demands are being voiced in every home, in every family, in every work place: more security and less pollution. The capital is in the midst of a health and security crisis.

The inhabitants of the Federal District are fed up with receiving only promises by the authorities in answer to the climate of growing insecurity in which they see relatives and friends maltreated and abused, and their children already suffering the damaging effects of pollution. I hereby issue precise, urgent, and forceful instructions to the Head of the Department of the Federal District to take immediate and effective action to reduce crime and pollution and to encourage community participation in these efforts. The Mexican people have said that enough is enough, they cannot wait any longer, and they are right. We will act firmly and promptly.

FELLOW CITIZENS:

These three National Accords for Democracy, Development, and Justice call for shared responsibility, commitment, and action. The new reality of Mexico and the just demands of our compa-

trials make them imperative. Their aims cannot be achieved without a massive effort of concerted political action, and social communication. The future course of the nation will depend on their results; it is up to us to carry them out. We must join together and make the extra effort that they require; Mexico needs it; our children deserve it.

By carrying out the three National Accords, our determination will be seen abroad as representing not only the power of the State but of the entire society. Mexico's response to the international challenges it faces will in turn have a favorable impact on the successful implementation of our domestic Accords.

The norm of Mexico's conduct abroad will remain unchanged: nonintervention and the self-determination of peoples; international cooperation for development; the peaceful solution of conflicts; the search for peace; proscription of the threat or use of force in international relations, and the equality of States before the law.

Without losing sight of the fact that we are zealous of our political independence by tradition, almost by nature, we must understand that distances and time differences are almost nonexistent in today's world, and that economic, social, and cultural relations have become increasingly interdependent. There is more interdependence between rich and poor, between strong and weak, between north and south, between east and west. In this sense, to modernize Mexico means to open our doors to the contemporary world, while reaffirming our national identity.

We will seek new and more balanced relations with the United States of America, a sphere of opportunities and finely drawn differences. We will address the pressing bilateral problems of indebtedness and trade, the relentless battle against drug trafficking, and the protection of the human and labor rights of our migratory workers. Out of respect for our peoples, these challenges oblige us to embark on a decisive course of concerted action and mutually respectful collaboration. We will establish even closer relations with Canada.

The similarity of our difficulties and the new world scene demand that we pursue a vigorous policy of relations with Latin America and the Caribbean that will reinforce our regional iden-

tity and provide effective openings for development and democracy. I know that Mexico shares this view with the other Latin American nations. I would like at this time to extend my greetings to the distinguished heads of state and government, Dr. Raúl Alfonsín, of the Argentine Republic; Manuel Esquivel, of Belice; Dr. Virgilio Barco, of Colombia; Commander Fidel Castro, of Cuba; José Simón Azcona, of Honduras; José Napoleón Duarte, of El Salvador; Vinicio Cerezo, of Guatemala, and Commander Daniel Ortega, of Nicaragua.

Their presence in our country is proof of the determination to strengthen our ties and open the way to a stage in the integration of our nations. Please accept my gratitude and convey to your peoples the ratification of Mexico's commitment to Latin America and the Caribbean.

We will strengthen our relations with the dynamically integrating European Community. We will open new and broader channels of communication and relations with the Pacific Basin, especially with Japan, a country to which we feel joined in brotherhood by our common capacity for hard work and our deep-rooted cultures. We will maintain our friendly relations with the Soviet Union and India. We will seek further cooperation with China as well as with the countries of Asia and Africa.

We will promote fruitful and mutually respectful relations with all the nations with which we have bonds of friendship and understanding. This will unquestionably rebound to the economic and political benefit of Mexico. I am grateful for the presence of their official delegations.

I proudly assume the high responsibility of Commander in Chief of the Mexican Armed Forces. In fulfilling this honorable responsibility, I will unfailingly defend the independence and sovereignty of Mexico, its territorial integrity, and its national security. I will do so in strict adherence to the Constitution and the laws that govern us, as well as to the norms of institutional coexistence.

The Armed Forces, which sprang from the people and which are irrevocably committed to their most cherished ideals and aspirations, are an example to us all of patriotism, loyalty to our institutions, spirit of solidarity and sacrifice, and devotion to

peace and democracy. I will endeavor to strengthen and modernize the Armed Forces by increasing their administrative and operational efficiency. I will promote the improvement of the professional training, moral status and financial situation of their members and their families. I recognize the valuable contribution our soldiers and sailors make to the country's development and I am heartened by the conviction that I will be able to count on their firm support and loyalty in the great task of making Mexico the vigorous, just and democratic nation that we all desire.

HONORABLE CONGRESS OF THE UNION:

I will carry out the mandate given me by the majority of our country's people. In doing so, I repeat that I will govern for the good of all. At the outset of each administration, there is a call for unity among Mexicans, because we realize that piecemeal and random efforts only serve to dampen our spirits and dim the hopes of society. Today, the call for unity is more far-reaching and more vigorous. Unity is essential for our collective survival, and is therefore the central goal of my administration. We all have responsibility for maintaining social peace, a treasure we have inherited from those who came before us and which we are obligated to preserve for our children. We all have responsibility for Mexico's recovery. United, there is little we cannot achieve, divided, there is much we will fail to accomplish.

We will seek a new national unity, one that is sensitive to the demands of the majority, a unity based on solidarity and joint responsibility. Unity will require the best that is in us: the resolve to overcome obstacles, the courage to coordinate our action with our goals.

We are going to work at building a society of joint responsibilities. This is a demanding task in which we must all participate. I ask for solidarity in order to recognize achievements and add to them. We are going to build a society in which demands and concerns find adequate channels for expression. The Mexican people require simple, but nonetheless profound things of us: that we make good on our promises, match words with

deeds, and honor our commitments. Mexicans want changes that increase their well-being, respect their dignity and guarantee their security. I hereby assume responsibility for responding to this demand.

To change, we must act and act now. Mexico is not at a standstill, it is immersed in a massive dynamic process.

This is what each of us can do so that together we continue to change:

Using new practices, we can modernize relations between the State and the peasantry; do away with paternalism, yet protect the weakest among us, sheltering and defending them; recognize in our actions the proven capacity of farmers to organize and to take charge of their own destiny. I will be a promoter of a new way of life for the peasants, one in which their labor brings them fair returns and well-being. I call on peasants to make an additional effort in the task of producing more goods of better quality and to assume full and responsible control of their organizations.

On the basis of new relationships, we can strengthen the ties between the State and the labor movement, giving priority to employment and to measures aimed at restoring the value of wages. I hereby undertake to work with labor organizations in formulating the bases for new labor legislation that will carry us into the twenty-first century. The participation will be indispensable for guiding the process of modernization under conditions of justice and productivity. I wish to acknowledge and emphasize the vital tasks carried out by government employees; we will raise their standards of living and see to it that the importance of their work is recognized.

We are going to change relations between the State and lower-income and middle-income groups. I will foster the conditions needed for their participation and organization. They will find in my administration an open and flexible attitude that is responsive to their demands. I will rely on ongoing dialogue to promote change and forge a new urban culture. I urge professionals, small-business owners, service workers and all the men and women of our cities to channel their great vitality, which generates change, toward constructive goals.

We will strengthen relations between the State and intellectuals. Through a new Council for the National Program for Culture, we will take part in action to promote the flourishing of culture, scientific and technological research, and the exercise of creativity within the broadest and most complete climate of freedom, for it is obvious that without freedom there is neither culture, nor true education, nor genuine development. I will open up the State's electronic communications media to the free flow of ideas, images, criticism and debate.

We will modernize the State and the press. We will progress toward a better relationship between the media and the government and between the media and the public. I reiterate my unconditional respect for the full and responsible exercise of free speech by the media, which is a vital activity for democracy and good government.

To businessmen, I reiterate my commitment to foster a climate that favors both private investment and the creation of employment and well-being. I am resolved to support the modern businessman who is willing to risk his capital and his talent and who is aware and respectful of the demands of other groups in society. We will establish clear rules and confidence in government actions. We will simplify regulations that stand in the way of production and only serve to sustain bureaucracies. We will promote foreign investment flows within the framework of our priorities, with the aim of generating employment, technology transfers and increased exports. I ask businessmen to invest and reinvest, with a modern and enterprising outlook, and to continue committing themselves to economic stability, because it is in the interest of all.

We must change our relationship with young people. I welcome their nonconformist enthusiasm, their intuitive and spontaneous solidarity and their keen sense of justice. I will respond to their demands for better education, for the creation of new opportunities, for decent, well-paid jobs and for the opening of recreational facilities that will help them to avoid the risks of vice and drug addiction. In particular, I will launch an unprecedented program for promoting sports, as I have pledged. I ask them to continue their nonconformity, to increase their organized

participation and to confirm their pride in being Mexicans.

We are going to ensure women's full incorporation into national life. I will see to it that women's rights are respected in practice and that more work opportunities are open to them. We must banish primitive practices once and for all from the workplace, from politics, from the factories and the fields. I have said, and I reiterate: for equal skills, equal opportunities; we want to build Mexican society on the basis of merit and not of discrimination between men and women. Safeguarding the physical and moral integrity of women will always be a priority of my administration. I place high value on the dual effort of Mexican women in the family and in the workplace. I know they will continue to play an active role in the transformation of the country. I believe in women's causes; their triumphs will be victories for Mexico.

We, State and society, will change our attitude and our conduct toward children. We will pay special attention to their needs. They are the reason for our efforts. We will promote actions to benefit and strengthen the family, which is the nucleus that reproduces our essential values. In order to take better care of children, we must take better care of the family. We will make an unprecedented effort to meet their basic needs. Let us instill in them the values of self-respect, dedication to work, honesty, justice, freedom, and an appreciation of the efforts of their parents, their community and their homeland.

From my collaborators I will demand, without appealing to bonds of friendship, the effective performance of their duties, the most scrupulous and honest personal conduct and their utmost efforts.

Upon taking the oath today to fulfill the people's mandate as President of Mexico, I declare that I assume my office solemnly; that I take on my responsibility with courage, and my service to the Republic with passion. I feel no fear or disillusion, only firmness and optimism. I respect our history, and learn from it. I consider our sovereignty and independence sacred. I love my country and my people. In devoting myself to Mexico I will increase my strength and lengthen my days.

That is my vocation, and this is my summons.

MEXICANS:

Building a country is not a feat that can be accomplished with a single stroke of heroism; it is a daily, repeated task of all men and women. Our beliefs, our customs, our language, everything that over the centuries has gradually made Mexico what it is, together constitute an infinite reserve of strength and vigor. Nevertheless, how can we deny the immense deficiencies that sometimes seem to block out our horizon? There are some, in these circumstances, who flounder in despair, cynicism or fear. There are also those who seek to gain personal advantage from confusion. But the vast majority of Mexicans are united today by a desire and a conviction: the desire to open up the nation's horizon and see its prospects clearly; and the conviction that this will only be achieved if we look on it as a joint project.

A nation is a community that shares a past and a future. A past, that is, a history, a culture and the essential values of its traditions; and a future, a historical project that unites scattered wills in common tasks. A pact between past and future, the nation is the memory of what we were and the affirmation of what we will be. If nostalgia for the past were stronger than our decision to face the future, the nation would repeat itself until it was merely the shadow of what it was; if, on the contrary, the memory of what we were should abandon us, our identity would eventually fade away. Thus, for Mexicans to be faithful to our past, we must press forward to shape and define the future.

Although I am aware of the risks involved, I find the current situation, rather than a reason for discouragement, a reason to rekindle our spirit. To each blow of adversity we have responded with patience, tenacity and determination. We have resisted; we have persisted; and in the end, I am sure, we will overcome.

More than three thousand years ago a civilization was born in Mexico. Since then, even in times of civil discord and of social and natural disasters, we Mexicans have never ceased working, creating and building. Ideas have changed—every age has had its own ideas—but what we cannot allow to change is our solidarity, our faith in Mexico and its destiny.

Our past is something better and more vivid than a source of

just pride: it is an example, a spur and a stimulus. It is an invitation to think for ourselves and release our people's inventive talents. The nation requires us to people the future with works that match, in dignity and imagination, those produced by our ancestors, Mexico's past looks at today's youth and that look is a call to creative efforts. Mexico has been; and must be for all of us, an undying memory and a daily, continuous birth.

FELLOW CITIZENS:

Let us reaffirm our pride in being Mexicans;

Let us not ask to be given confidence; we must give it to Mexico;

Let us not be sparing in our efforts for the nation; we must give them without reserve, generously and unconditionally;

Let us not wait for solutions: we must find them.

Let us look our children in the eye and speak to them with pride about what we were and what we are capable of doing;

Let us be at the head of young people's just demand for a better future;

Let us recover our courage; show our optimism; continue to struggle with joy: Mexico stands upright and firm because victory is within reach;

I have faith in Mexicans; I will preside over their efforts;

I will defend their dignity; I will kindle their emotions.

We are a great nation: let us show the world that this is so.

Faced with challenge, let us once again demonstrate Mexico's greatness with deeds.

Our homeland will triumph!

Long live Mexico!