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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Backup Files  
**Subseries:** Chron File, 1989-1993

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**OA/ID Number:** 13794  
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**Folder Title:**  
Pease Air Force Base 1/15/92 [OA 7566] [3]

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# Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Memo	Tony Snow to Speechwriters and Researchers, Re: New Hampshire Speeches. [Open Upon Deed of Gift - March 16, 2015] (2 pp.)	01/11/92	PRM	
02. Memo	Charlie Black to Karl Rove, Re: New Hampshire Mail. [Open Upon Deed of Gift - March 16, 2015] (1 pp.)	01/06/92	PRM	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Speechwriting, White House Office of  
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THE WHITE HOUSE  
WASHINGTON

January 11, 1992

MEMORANDUM FOR SPEECHWRITERS AND RESEARCHERS

FROM TONY SNOW  
SUBJECT NEW HAMPSHIRE SPEECHES

I've been noodling over ways to reduce the list of seven criteria for an effective economic package to three or four, and have come up with this:

- 1) Does it make sense? Does it assume that jobs arise out of thin air -- or out of a bill -- or does it understand that businesses begin with an idea, take root with investment, and grow through hard work and faith in the enterprise. We know that, and our plan tries to encourage all of the above.
- 2) Does it make us more competitive? The economy of the future will bear little resemblance to the economy of the past. Yesterday, the smokestack; today, the microchip; tomorrow -- who knows? We need to build the foundation for future prosperity: an educated, ambitious public; an economy that rewards success, rather than punishing it; and the safety and security -- at home and abroad -- that we all need to succeed.
- 3) Does it help you keep your house in order? Does it preserve the integrity of the things you have worked so hard to earn -- your home, your investments, etc? Can you afford to keep your home, raise your family, ensure their health care, and build a nest egg for the future?
- 4) Does it get Washington's house in order? Do the policies prepare us for the Age of Competition, or send us back to earlier times? Does the program work to ensure that you get your money's worth when you pay your taxes?

If you have snappier categories, let me know. The key is: We should settle on a series of guidelines, and they all ought to pass the kitchen table test. After all, we're going to use these labels not just between now and SOU; we should use them in the campaign as well.

I'd like your help with another set of rhetorical flourishes: The pols in New Hampshire made it clear to the Veep last week, and to our advance people, that we've got to explain why we broke the no-tax pledge. I don't know how or where in New

Hampshire that we'll broach the subject -- probably in Exeter, at Cabletron and at the Rotary meeting.

We also ought to prepare some up-yours language for the Curly, Larry and Red, the three auto execs. The gist should be: I went to Asia to open markets, not to shill for products. We succeeded, and good, competitive American companies will make their mark all over the Asia-Pacific region. As one auto company likes to say: Quality is Job One. Quantity is not.

(Hinchliffe/Nix)  
January 10, 1992 10 a.m.  
PEASE Draft One

**PRESIDENTIAL REMARKS: PEASE AIR FORCE BASE  
January 15, 1992  
Pease Air Force Base**

[ACKNOWLEDGEMENTS] [NEW HAMPSHIRE ANECDOTE]

It's great to be here -- and great just to be back home. We had a tremendously successful trip to Asia, talking, listening, learning -- and fighting for America and American jobs.

Listen, I know the economy's on everyone's mind. That's why I went to Asia. In order to keep jobs here at home -- and that's got to be our top priority in this economic recovery -- we must improve our international competitiveness. That's the key to everything -- including America's future.

There's no escaping it anymore: we live in a global economy. Anyone who doesn't realize that is an ostrich stuck in the quicksand of blind isolationism. (That kind of thinking will do nothing but rip apart a healing economy and seriously -- probably irreparably -- damage our long term survival.)

You're all businessmen. Every day you face the harsh reality that our present and future prosperity depend on exports. Look at the facts: every billion dollars of exports means 20,000 more American jobs. I went to Asia determined to nail down agreements that guarantee free and fair trade for American companies and workers -- and open opportunities for American markets.

My Asia talks were part of some important steps we're taking toward creating a new world trade structure. I'm also determined to complete the Uruguay Round of negotiations and the North

*a bit too apocalyptic*

*need longer view he's been fighting to open markets from the start - GATT, NAFTA, EAZ, bilaterals*

American Free Trade Agreement. Since Canada is New Hampshire's #1 importer, I know how important that is to you. Actions like these will not only expand world trade -- they'll create additional opportunities for U.S. exports through open markets; lower government subsidies; fewer trade barriers; and, maybe most importantly of all, through rules of fair play.

American markets must compete successfully within the growing international market system. New Hampshire is a strong leader in this field. I think the rest of the nation would be surprised to discover what a highly industrialized economy you have here, in our 11th most industrialized state. During the last couple of

weeks I visited four of your top export markets -- Australia, Japan, Korea, and Singapore -- and I learned a lot about your state's thriving \$1.2 billion export industry.

I know there are problems here in New Hampshire, too. But I also know there are energetic leaders and strong citizens who will turn those problems into opportunities. Many of you are directly involved in the revitalization of Pease and the Newington/Portsmouth communities -- and I want you to know you're being looked toward for leadership in the base closure recovery field.

~~We're all sorry this area was hard hit. We're proud of the efforts you're making at recovery. I've heard some great things about Henry Powers, Skip Jones and the PDA -- how it's attracting businesses that benefit from your unique combination of an airport and a deep water port. Some exciting turnarounds will happen -- you can become the air hub of an international market.~~

*Canada*  
*Japan*  
*Korea*  
*Singapore*

*Japan \$1.7bn*  
*trade w/ these*  
*low in 1991*

*a little stronger praise of their activism & determination*

*are we sure?  
can we make this prediction?*

But something disturbing is also happening in New Hampshire. I'm talking about empty illusions some call "economic proposals."

When we were kids, most of learned to tell the difference between reality and make-believe. Sure, we'd all like to live in Never-Never land. Some politicians still do. But the rest of us grew up. The rest of us realized that in the real world we have to fly or crash on our own choices. We learned to be realistic - - to throw away the filler and cling to the true marrow.

That's what you have to do when you're confronted with a proposed economic growth package. You know when your kids are making up fantasies to fool you. Turn that same sharp analysis on the packages that will be tossed into your laps.

Cast a cautious eye at each new proposal and ask yourselves a few key questions. First: does this build jobs by making us competitive in the world economy? Second: does it assume that jobs grow out of thin air, or does it encourage investors to invest so that jobs can be created? Third: Does it restrain budget growth? Fourth: Does it preserve the financial integrity of people's basic assets? Fifth: Does it assure everyone they'll be able to afford the cost of simply living as a American family? Six: Does it not increase the deficit? Seventh: Does it work?

I know there's much to do. But I know we've got to work together to get it done. That's why we've got to convince Congress to put aside partisan bickering and put our people first again. We've proposed comprehensive plans dealing with everything from drugs to the deficit -- but Congress has all too

often delayed or blocked our domestic initiatives. It's time to work together -- for America. Americans don't want to lay blame -- they want to lay the foundations of prosperity.

Thank you all for this chance to see grass-roots redevelopment, to hear your concerns and learn from your successes. Good luck in all that you do -- and may God bless you and this beautiful state of New Hampshire.

# # # #

Beth - I like this. As per conversations with some of our political

navens, rework pp. 3-4 with several goals in mind:

- (1) Be direct, esp. w/ the set-up for the criteria.
- (2) Go on the offensive - don't talk much about "them", ~~except when~~
- ~~pointing~~ (3) Cite the President's leadership - on trade, taxes, regulation, crime, education
- (4) ask audience to send a message to Congress - and to mayors - a subtle jab at Buchanan

low money's worth?

4) Our house in order?

3) Your house in order? family

2) ~~Loss of~~ Competitiveness? innovation, exports, new jobs, new apps?

1) Does it make sense? think, investing, opp. success

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# Withdrawal/Redaction Sheet

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**File Location:** Pease AFB 1/15/92 [3]

<b>Date Closed:</b> 11/16/2004	<b>OA/ID Number:</b> 13794-004
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<b>AR Disposition:</b>	<b>MR Disposition:</b>
<b>AR Disposition Date:</b>	<b>MR Disposition Date:</b>

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- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

(Hinchliffe/Nix)  
January 11, 1992 5 p.m.  
PEASE Draft Two

**PRESIDENTIAL REMARKS: PEASE AIR FORCE BASE  
January 15, 1992  
Pease Air Force Base**

[ACKNOWLEDGEMENTS] [NEW HAMPSHIRE ANECDOTE]

It's great to be here -- and great just to be back home. We had a tremendously successful trip to Asia, talking, listening, learning -- and fighting for America and American jobs.

Listen, I know the economy's on everyone's mind. That's why I went to Asia. In order to keep jobs here at home -- and that's got to be our top priority in this economic recovery -- we must improve our international competitiveness. That's the key to everything -- including America's future.

There's no escaping it anymore: we live in a global economy. Anyone who doesn't realize that is an ostrich stuck in the quicksand of blind isolationism.

You're all businessmen. Every day you face the harsh reality that our present and future prosperity depend on exports. Look at the facts: every billion dollars of exports means 20,000 more American jobs. I went to Asia determined to nail down agreements that guarantee free and fair trade for American companies and workers -- and open opportunities for American markets.

From Day One of my administration, I've been fighting to open international markets for American workers. This is the key to our nation's economic future. The Cold War is over. Now we're moving into a new world -- a different kind of world, which will be defined by excellence and competition. Our administration

has worked long and hard these last three years to ensure a 21st century of stability and growth for America. We've blazed a trail of leadership on issues from taxes to education to regulation. In trade, we've led bilateral talks, and we've helped forge the way in GATT negotiations, in the Enterprise for the Americas Initiative, in the North American Free Trade Agreement, and on so many other fronts.

My Asia talks were a crucial first step in a new part of this long-range plan for creating a 21st century world trade structure. We're now at the very beginning of an exciting new kind of process -- we have the chance to craft a world of free trade and prosperity for everyone. What we're doing is more than merely expanding international trade -- we're also creating additional opportunities for U.S. exports through open markets; lower government subsidies; fewer trade barriers; and, maybe most importantly of all, through rules of fair play.

American companies must compete successfully within the growing international market. New Hampshire is a strong leader in this field. I think the rest of the nation would be surprised to discover what a highly industrialized economy you have here, in our 11th most industrialized state.

During the last couple of weeks I visited four of your top export markets -- Australia, Japan, Korea, and Singapore, which account for \$168 million dollars of your trade. Both in Asia, and here with your business leaders, I've learned a lot about your state's thriving \$1.2 billion export industry.

Sure, you also have a lot of problems here in New Hampshire. But you have energetic leaders and strong citizens who will turn those problems into opportunities. - Many of you here today are directly involved in the revitalization of Pease and the Newington/Portsmouth communities -- and I want you to know you're being looked toward for leadership in the base closure recovery field. You and others have been determined and visionary activists, forging a new future for this area, looking ahead with optimism and creativity instead of looking back with blame and regret.

I know in particular about the work of Henry Powers, Skip Jones and the PDA -- how it's attracting businesses that benefit from your unique combination of an airport and a deep water port. I congratulate you on your practical, exciting concept of marketing this area as the hub of an international market.

But something disturbing is also happening in New Hampshire. I'm talking about empty illusions some call "economic proposals."

When we were kids, most of us learned to tell the difference between reality and Never-Never Land. Reality is a tough place. Reality is being President, year after year crafting an economic growth plan rooted in the practical daily life of this nation. Never-never Land is a world of partisan bickering, head-in-the-clouds dreaming, and nay-saying. Reality is the world you live in -- paying your bills and making ends meet each month and each year -- just like your government ought to. Americans are sick and tired of politicians who day-dream in Never-Never Land. They

don't want to indulge fantasies and they don't want to lay blame -- they want to lay the foundations of prosperity.

So when you see proposed economic growth plans thrown at you, cast a clear and cautious eye and ask yourself four simple, real-life questions.

**First: Which economic growth plan makes sense?** You're hard-headed Granite-Staters. You know jobs don't appear out of thin air. Do the authors of these packages know the same thing? Businesses are born and thrive through strong ideas, prudent investment, and hard work. You and I know that. But do the people who write the other proposals that are floating around?

**Second, ask: Which plan makes us more competitive?** We can't afford to waste our precious energy looking backward. We're entering a new Age of Competition unimagined in the history of technology. Every step we take as a nation must be part of laying a strong base for prosperity, enterprise, risk-taking and success. Now is the time for our government to help an educated, ambitious public dream and grow. Which economic proposal encourages that growth?

**Third, ask: Which plan helps you keep your house in order?** You've worked hard to earn a safe and secure life for your family. My economic plan preserves the integrity of your home, your investments, and your family's future. Do any of the others?

**And fourth, ask yourself: Which plan gets Washington's house in order?** You and I know that Washington must give you

your money's worth for the taxes you pay. My plan ensures that you will. Do any of the others?

When you've studied the plans, asked these questions, and made up your minds -- then send your message. Send it to Congress and to everyone who comes knocking at your door around here this time of year. Tell them: in New Hampshire we know the difference between choice cut and just a lot of bull.

Thanks for this chance to see grass-roots redevelopment, to hear your concerns and to learn from your successes. Good luck in all that you do -- and may God bless you and this beautiful state of New Hampshire.

# # # #

spared the terrible consequences of a long and protracted struggle. Indeed, the millions of people who prayed for a quick end to the fighting saw those prayers answered with a swiftness and certainty that exceeded all expectations. During the past year, we have also witnessed the demise of communism and welcomed millions of courageous people into the community of free nations.

Of course, as we give thanks for these and other developments, we also remember the less fortunate—those who do not yet share in the promise of freedom; those who do not know the comfort of peace and security; and those whose tables do not reflect prosperity and plenty.

Time and again, Scripture describes our Creator's special love for the poor. As the Psalmist wrote, "He pours contempt upon princes . . . yet sets the poor on high from affliction." In this great Nation, we have a special obligation to care for the ill and the destitute. Therefore, recalling that much will be asked of those to whom much has been given, let us resolve to make food drives and other forms of charity an increasingly important part of our Thanksgiving tradition.

On this occasion, as we count our blessings and reach out to help the less fortunate, we also do well to remember that, in many ways, the poorest nations are those who neither recognize nor revere what our Founders called "the laws of Nature and of Nature's God." Indeed, we have seen totalitarian regimes impoverish entire peoples, not just economically, but spiritually, by denigrating religion and by denying the inherent dignity and worth of individuals. The moral bankruptcy of communism should remind every free nation of the dangers of cynicism and materialism.

Similarly, can any individual be truly rich or truly satisfied if he or she has not discovered the rewards of service to one's fellowman? Since most of us first experience the love of God through the goodness and generosity of others, what better gift could we give our children than a positive example?

Finally, as we gather with family and friends on Thanksgiving, we know that our greatest blessings are not necessarily material ones. Indeed, perhaps the best thing about this occasion is that it reminds us that

God loves each and every one of us. Like a faithful and loving parent, He always stands ready to comfort, guide, and forgive. That is our *real* cause for Thanksgiving, today and every day of our lives.

**Now, Therefore, I, George Bush**, President of the United States of America, do hereby proclaim Thursday, November 28, 1991, as a National Day of Thanksgiving. I urge all Americans to gather together in their homes and in places of worship on that day to offer thanks to Almighty God for the many blessings that He has bestowed upon us as individuals and as a Nation.

**In Witness Whereof**, I have hereunto set my hand this twenty-fifth day of November, in the year of our Lord nineteen hundred and ninety-one, and of the Independence of the United States of America the two hundred and sixteenth.

**George Bush**

*[Filed with the Office of the Federal Register, 11:01 a.m., November 25, 1991]*

*Note: This proclamation was published in the Federal Register on November 26.*

**Remarks to the Ohio Education Community**

*November 25, 1991*

Thank you, Governor, for that warm Ohio welcome. And I'm just delighted to be here with George Voinovich, a friend of mine for many, many years. Because, you see, he is leading Ohio on a drive for better schools, clearly for a better future.

We've just heard from Lamar Alexander, who is working on an historic mission, nationally, to change American education, to help our country become all that it should be. And I'm delighted to be working with Secretary Alexander every single day there in Washington.

I want to salute Superintendent Middleton and thank him for his cordial reception. The band: You guys did pretty well on that music in there. It's not easy. And thank you very, very much for being with us here today. Well done.

I'm pleased that Lieutenant Governor Mike DeWine is with us; and of course, a pleasure to be with my old friend, Ted Sanders. As Lamar or George both acknowledged, he worked for our administration as Deputy Secretary of the Education Department until Ohio had the good fortune to hire him as State superintendent. And he helped back in Washington develop the America 2000 strategy to involve parents, educators, and communities in reinventing, literally reinventing, American education.

And I also want to greet the members of the Committee of 100 who I had a chance to say hello to a little earlier, and also the Governor's Education Management Council. They represent, you see, the community spirit for excellence that is the heart of America 2000.

And also it's great to be with so many young Americans, high school students from Fort Hayes where I've just visited, a couple of prejudiced ones right here, cheering for themselves. That's the way it ought to be. Others from the kindergarten through 12th grade, from every kind of institution, public schools, Christian schools, parochial, private schools. And I want to greet the many students and teachers and parents throughout Ohio who are viewing us on television.

You young people are part of something special. It doesn't happen with every generation. I've lived a long time, and I'm a grandfather with a lot of grandchildren in school. In all my life, there has never before been a movement like America 2000 to change our schools. We're working for change in education because the world is changing. Our schools—you think back to your history—our schools were designed for another era. Now they must catch up with the times. And we want you to have good jobs and a good life when you become adults.

To do this, our schools need to keep up with all of the exciting improvements around the world. Making your schools better will be a family affair. When I was your age, my mom and dad would look in and make sure I did the best with my homework. And they'd visit my school and my teachers and the principal to show how much they cared.

With America 2000, we want to get the parents more involved in all of our schools.

And that's one reason, if I might say with some pride, that Barbara, my wife, spends so much of her time encouraging parents to read to their kids. Read to a child at home and watch that child get the most out of school. We want our young people to grow up with all the love and encouragement for excellence that your parents received from their parents.

One young man here is Matthew Shepard, a 10th-grader at Tiffin Columbian High School. He finished first in the Ohio Citizen Bee. The entry form for the competition asked, "If you could accomplish one thing in your life, what would it be?" Matthew's answer was, "Become President of the United States." I'd like to see Matthew after class. [Laughter] Don't want him peaking too early out there. [Laughter]

But today is a landmark on our drive for better education. Only 7 months ago, we launched America 2000. And now with Ohio's commitment, 25 States have enlisted in the revolution to reinvent American education by the dawn of the new century.

The Governors of all 50 States, Democrats and Republicans, adopted 6 goals for the year 2000. George clicked them off; the Governor clicked them off. These goals are to have all children start school ready to learn. Make the United States students first in the world in science and math and prove it in world-class competence as well in English and history and geography. Achieve at least a 90-percent high school graduation rate. Make all adults literate. And make our schools safe, disciplined, and drug-free. We not only need safe schools, but our citizens deserve safe streets and safe communities.

Two and a half years ago I sent to the Congress comprehensive crime legislation to strengthen and toughen our criminal justice system. The conference committee—it's the way it works back in Washington—last night reported a bill that is simply not acceptable. So let me be clear: I would have to veto this bill because it would weaken our criminal justice system. We need a stronger criminal justice system today. And I think all the communities and families across our country understand that.

The America 2000 movement is spreading like wildfire. Just since August, hundreds of communities have accepted our

*communities have accepted our*

A2

challenge to adopt the national goals and a strategy to reach them, to measure their progress, and to plan on creating at least one new American school.

Anyone can take the initiative. In Omaha, Nebraska, the head of the chamber of commerce got the ball rolling. He enlisted his Governor and a mayor and newspaper publisher, and now both his city and his State are America 2000 communities. In Detroit, the dynamic school board chairman and school superintendent took the lead. In September, I kicked off, helped—Lamar and I kicked off the Maine 2000 effort—the State of Maine. And since then, 50 communities have signed on.

I cannot emphasize enough, it is communities, not legislatures, not bureaucratic agencies, not interest groups, but communities that drive the engine for America 2000. And sure, these other institutions can help. But most of America's education revolution will be conducted, as we've heard here today, community by community. And we're seeing just the beginning of a powerful movement that will change this country enduringly for the better.

Here in Ohio, I feel I'm preaching not just to the converted but to some of the people who started it all. Ohio's history is intertwined with our earliest decisions about what kind of Nation we would be. The first laws that charted Ohio's future, including the famous Northwest Ordinance, made education an American priority, a unifying national cause.

The Ohio Territory was an American community working to revolutionize education by the end of the 18th century. America's founders understood that public benefit did not always have to depend on government activity or government spending or government control. This was, and is, the proper basis for defining public education.

Whether a school is organized by privately financed educators or town councils or religious orders or denominations, any school that serves the public and is held accountable by the public authority provides public education.

A key tenet of America 2000 is real reform for parents to choose their children's schools. We won't have full confidence, full choice in education until the dollar follows the scholar. And that's how it works in Fed-

eral aid programs for college students. You know that. We don't exclude students who choose private schools, including religious schools.

By unleashing market forces, we can encourage creative competition among public, private, and parochial schools. This will improve education for everyone. I congratulate Ohio on the 1989 reform legislation that takes the first steps toward parental choice. This provides choice only among public schools, that is, government-operated schools. This will help, though we know we've got to go farther.

With new leaders like Governor Voinovich and Ted Sanders, I expect Ohio to go the full distance in giving choice to parents. Choice is crucial to our other goals of holding down costs and cutting back bureaucracy and spurring quality.

I've just had a wonderful experience touring the Fort Hayes Education Center where they're breaking the mold. They're showing us the future. The old bureaucratic ways of public education are giving way to flexible programs designed to produce results for tomorrow's world.

At Fort Hayes, companies such as Battelle and Ross Labs are sponsoring science and vocational programs that result in good jobs immediately upon graduation. Fort Hayes also provides a superb 4-year high school for the fine arts.

Partnerships like these between schools and businesses make everyone a winner. Businesses can teach our schools to trim bureaucracy and replace antagonism with teamwork. They can help us meet world-class standards. We're moving ahead with those standards.

The Nation's math teachers have already led the way, and now the National Academy of Sciences and the National Endowment for the Humanities are at work on standards for science and history. States and local communities can, and will, put much of America 2000 into place without new Federal laws. And thank heaven for that because some of the powers that be in Congress are fighting tooth and nail against our most important reforms.

I sent Congress a package of fresh proposals for the future. Our bill offers choice for parents and a program for new American

schools that will show each State and community new ways to excellence. We need to throw off past failures and fight for a future that works.

This isn't—let me emphasize this—this is not a liberal-versus-conservative fight. It's a revolution against business as usual. The American people want education that works. The Gallup survey shows overwhelming public support for the America 2000 goals and strategies. Parents support us. So do most teachers. The beltway types may be afraid of reform, but I believe they are out of touch with rank-and-file teachers who welcome reform.

After all, teachers don't want to be cogs in a bureaucratic machine. Teaching is an art, a noble profession. And thank God for the teachers of this country. I can assure you that teachers don't want to waste their time making their way through a maze of regulations, making their way through a maze of work rules. They don't like certification rules that keep good teachers out. They want to teach, and they want good teachers all around them.

With business and church and community leaders, with parents and teachers, we'll forge a coalition that simply cannot be stopped. Hundreds of American communities in every State are deciding where they want their children to be in the year 2000. And they're getting to work right now to make that happen. Just thinking about the potential of our movement has the old thinkers rattled. You've heard of Polly Williams in Milwaukee. She's a State representative whose constituents are mostly black and poor. And she's a Democrat, a liberal Democrat. Polly Williams watched the government pour more and more tax dollars into inner-city public schools that were producing less and less. And she said, "Enough is enough."

She joined forces with Governor Tommy Thompson so that her constituents, poor working people, people on public assistance could gain power to choose where and how their children would be educated. Rich people already enjoy choice. They can afford both high taxes and private school tuition. Or they can move to a neighborhood with better schools. It's working people, it's poor and middle-income people who have the most to gain from reform.

Somebody was telling me with well-deserved pride that Fort Hayes Center is one of a kind. I want you to know that I won't rest, we must not rest, until we have a thousand Fort Hayeses all across the country. Community by community, we must create new American schools and a whole new public attitude about education.

We need to empower teachers not to punch timeclocks, not to fend off thugs and drug leaders, but to teach. And we need to give parents real choice, and we need to give you young people out there all the knowledge, skills, and discipline that you'll need for your exciting and demanding future.

And now I would like to ask four of Ohio's young people to join me on stage: Matthew Shepard, whom I mentioned earlier, a sophomore at Tiffin Columbian High School; Sandra Oh, a junior from Fairfield High School in Fairfield; Louie Hendon, a senior at John Adams High School in Cleveland; and Melissa Bostrom, a senior from Princeton High School in Sharonville. Welcome.

*Note: The President spoke at 11:58 a.m. in Veterans Memorial Auditorium in Columbus, Ohio. In his remarks, the President referred to John A. Middleton, superintendent of the Columbus City School District. The President's remarks were broadcast live on local television stations.*

**Interview With Bob Orr of WBNS-TV in Columbus, Ohio**  
November 25, 1991

### *The Economy*

**Q.** Mr. President, thanks for seeing us today. I want to ask you about the economy, sir. Americans say, almost across-the-board, it's the one issue they care most about going into 1992. Yet, their perception is that you haven't paid much attention to it. Is that a fair criticism?

**The President.** No, it's not a fair criticism. But I recognize that's the perception of some. I think we're getting caught up a little in the political polemics for 1992. I

THE WHITE HOUSE

WASHINGTON

January 8, 1992

MEMORANDUM FOR SPEECHWRITERS AND RESEARCHERS

FROM TONY SNOW

SUBJECT STATE OF THE UNION AND OTHER STUFF

Without divulging secrets that I don't yet know, it's safe to say that the State of the Union is taking shape, in ways that we will like. I talked with Bob Teeter today, and he outlined what we should do in the weeks leading up to SOU, and the two weeks beyond.

A summary:

Phase One: Friday through next Wednesday (Jan. 10-15) -- crow about the Asia trip and reiterate the link between foreign policy and jobs. The Cold War is over. We won. Now we must compete in a global economy, one in which our fate is tied to the fates of our trading partners. We want open markets, free trade. If everyone plays by the same rules, everyone rises and falls together: If they starve, so do we. If they thrive, so do we.

The President has taken some important first steps to create a new world trade structure -- and he will continue to do so. The better the structure, the more jobs we will create.

Phase Two: Wednesday until SOU -- play to whatever audience we're addressing while also outlining the criteria for a true-blue, no-BS economic growth package.

Here are the parts (in Teeter's words: We should try to devise snappy labels):

1) A good growth package gets us competitive in the world economy, builds upon our growing export business, and creates jobs;

2) It understands that you don't create jobs out of thin air. Investors have to make the initial cash outlay; entrepreneurs have to take risks; people have to buy the product; workers have to work -- and none of this starts without the fundamental -- an investor's investment. We're going to make it easier for investors to invest. (We also should walk through the other stuff and demonstrate that we'll stop punishing risk; we'll reward success, and so on.).

3) It restrains budget growth. Heck, we may even cut the budget.

4) It preserves the value of people's basic assets -- starting with home values. For most people, the family home is the investment portfolio. Due to government mismanagement, that asset has lost value in recent years, and people have seen their futures shrink away, through no fault of their own. We must preserve the integrity of people's hard-earned money, and the basic investments they make with the rewards of their labor.

5) It assures all Americans, and especially low- and middle-income Americans, that they will be able to afford the cost of raising a family, educating children, providing for health care, and making life better for every new generation. A corollary: People will start getting their money's worth.

6) It does not increase the deficit.

7) It works -- and gives people the confidence they need to invest for the future, to plan, to take risks, to make purchases, and to do all the little things you do when you believe in yourself and feel secure about your future, your neighborhood's future, and your country's future.

### Phase Three:

In the 12 days following SOU, POTUS will deliver four major think speeches (at least according to the latest unofficial plan): An economic growth speech, a defense reform address, a health care speech, and a GOP "family of America" talk that incorporates everything from crime and drug policies to welfare, to schools, to whatever else really matters to Real America.

### TOPIC TWO:

Sharon Botwin called earlier in the day to report that Sam Skinner called David this morning to apologize for the scurrilous story in the Post. Best line: "Gee, Dave. Someone at the Post sure doesn't like you." If we're about to experience an earthquake, I don't know about it.

### TOPIC THREE:

We plan to have a blow-it-all out end-of-Asia-trip party soon, provided the intrepid wordsmiths don't barf and pass out on us. Details to come.

Have a nice day.

January 8, 1991

MEMORANDUM FOR RESEARCHERS/WRITERS

FROM: DAN MC GROARTY *Dmg*  
SUBJECT: UPDATE ON N.H. TRIP, JAN. 15

Based on Bob Simon's advance report and discussions with Dave Carney, I pass along this info re five N.H. speeches:

- 1) At the old NCO restaurant on Pease AFB(?) A roundtable with community leaders chosen by Gov. Gregg. 8-10 mins. Approx. 8:30 a.m.
- 2) Exeter Town Hall -- 600 people, standing. 4-5 min. Brief Remarks.
- 3) CableTron System -- mfgr. of computer circuit-board/major export success story. 5 mins. Brief Remarks.

(FYI\*\*

Dover/Davidson Rubber. Mfgr. of armrests for cars. Subsidiary of Textron, whose CEO is travelling w/POTUS in Asia. Tour, lunch -- no remarks.)

- 4) Liberty Mutual Insurance Co -- 300 people, claims processors. Short pitch on health care (market-based alternative), previewing State of the Union. Brief Remarks -- 4-5 mins.
- 5) Portsmouth Rotary Club -- after the evening news. 8-10 mins. POTUS now plans to speak, depart before dinner.

\*\*\* POTUS will also do several spontaneous "meet and greets" along motorcade route between events.

# # #

THE WHITE HOUSE

WASHINGTON

January 9, 1992

MEMORANDUM FOR SPEECHWRITERS  
RESEARCHERS

FROM: BOB SIMON *RS*

SUBJECT: NEW HAMPSHIRE SPEECHES

I. Pease AFB -- President will meet with business leaders from around N.H. invited by Gov. Judd Gregg. The President will speak for 8-10 minutes inside a hanger.

II. Exeter Town Hall -- The town hall is your classic brick auditorium with a stage and balcony. We will put 600 Bush supporters (disguised as regular townfolk) in there to listen to whatever the President has to say. They do not want this to be a Bush-Quayle rally, but rather, the President talking to New Hampshirites about the economy, etc. The crowd will be standing. 5 minutes of brief remarks.

III. Davidson Interior Trim, Dover, NH -- This industrial plant makes arm rests and other padded interiors for Ford, GM, and Chrysler. The President will tour the plant and eat with the workers in the cafeteria. No remarks.

IV. Liberty Mutual -- This Boston-based insurance company moved part of its headquarters to Dover three years ago. 50% of their business is workers' comp. The building was large, red-brick mill, but was gutted and turned into offices. Bush was campaigning in Dover in 1987 and spoke near the mill during construction. About 1000 people work there processing insurance claims. It is a typical office with lots of computers and cubicles. The President will give whatever length remarks we want to about 300 workers in the cafeteria. The company would like us to address health care, but we don't have to. Robert Laszewski, Exec. VP of Liberty Mutual has been very active in health care reform with Sen. Rockefeller and the Pepper Commission. Talk to Hanns Kuttner in OPD about him. (He'll be there.) For info on Liberty Mutual, call Bob Goodman in Dover at 603-749-2600 x31000 or PR person Diane Turner in Boston at 617-574-5752. "America believes in liberty -- Liberty Mutual Insurance."

V. Cabletron, Rochester, NH -- Started by the two owners in their garage in 1983, this big fast-growing company is a leader in making networking hardware and software that is sold worldwide. (I have a big research folder on this one.) They

have four plants in the US and will announce during the President's visit that they're building two more (one in Merrimack, NH, I think). The President will tour the plant, see how circuit boards are made, and then speak to a couple hundred employees in a cafeteria that's in one corner of the plant. Brief remarks -- 5 minutes.

VI. Portsmouth Rotary Club -- Meets at Yoken's restaurant. About 800 guests. I'm now told the President will speak before dinner and leave. The room has a low ceiling and is a little cheesy looking. The gift shop on the other side of the restaurant is actually bigger than the restaurant (in other words, huge, I mean, really huge, filled with every kind of souvenir you could imagine.) When he was VP, Bush was to speak to this group, but canceled at literally the last minute when Reagan called him and told him to come back to preside over the Senate. (Former Gov. Hugh Gregg was the last minute sub speaker). Ever since, they've been lobbying to get him back, particularly since Portsmouth is where he lands on the way to KBP. Bush called the dinner from Air Force II on his way back to DC and apologized, although he didn't specifically promise to come back. Bill Holt is the current president of the club. Dale Smith was president back then, and Don Reeves was the program director. The town was hurt somewhat when Pease AFB was closed last year and 8,000 personnel left town. The base is like a ghost town. It used to have nuclear bombers.

DRAFT OUTLINE SCHEDULE FOR NEW HAMPSHIRE  
SUBJECT TO CHANGE

Wednesday, January 15, 1992

7:00 am           MARINE ONE departs White House en route Andrews  
Air Force Base.

(Flying Time: 10 Minutes)

7:10 am           MARINE ONE arrives Andrews Air Force Base.

7:20 am           AIR FORCE ONE departs Andrews Air Force Base  
(E.S.T.)           en route Pease Air Force Base.

(Flying Time: 1 Hour 15 Minutes)  
(Time Change: None)

8:35 am           AIR FORCE ONE arrives Pease Air Force Base.  
(E.S.T.)

8:45 am           MOTORCADE departs Ramp Area en route Henly Hangar.

(Drive Time: 5 Minutes)

8:50 am           MOTORCADE arrives Henly Hangar.

\*     ROUNDTABLE DISCUSSION WITH COMMUNITY LEADERS  
      (8:55 am - 9:40 am)  
      - Pool Coverage  
      - Brief Remarks

9:45 am           MOTORCADE departs Henley Hangar, Pease Air Force  
Base en route Town Hall, Exeter.

(Drive Time: 30 Minutes)

10:15 am          MOTORCADE arrives Town Hall, Exeter.

- \* TOWN HALL MEETING/RECEPTION  
 (10:15 am - 10:45 am)  
 - Open Press  
 - Brief Remarks  
 - Receiving Line/Ropeline???

10:50 am MOTORCADE departs Town Hall, Exeter en route  
 Davidson Interior Trim Plant, Dover.  
 (Drive Time: 30 Minutes)

11:20 am MOTORCADE arrives Davidson Interior Trim Plant,  
 Dover.

- \* BRIEFING/TOUR WITH MANAGEMENT  
 (11:25 am - 11:35 am)  
 - Closed Press
- \* LUNCH WITH EMPLOYEES  
 (11:40 am - 11:55 am)  
 - Expanded Pool
- \* TOUR OF PLANT  
 (12:00 - 12:10 pm)  
 - Expanded Pool

12:15 pm MOTORCADE departs Davidson Interior Trim en route  
 Liberty Mutual.  
 (Drive Time: 15 Minutes)

- 12:30 pm MOTORCADE arrives Liberty Mutual.
- \* MEETING WITH MANAGEMENT  
 (12:35 pm - 12:40 pm)  
 - Closed Press
  - \* ADDRESS LIBERTY MUTUAL EMPLOYEES  
 (12:45 pm - 1:00 pm)  
 - Open Press  
 - Brief Remarks

1:05 pm MOTORCADE departs Liberty Mutual, Dover en route Cabletron, Rochester.

(Drive Time: 30 Minutes)

1:35 pm MOTORCADE arrives Cabletron, Rochester.

- \* CABLETRON TOUR  
(1:40 pm - 2:00 pm)  
- Pool Coverage
- \* BRIEF REMARKS IN COFFEE BREAK ROOM  
(2:05 pm - 2:20 pm)  
- Open Press  
- Brief Remarks  
- Gift Presentation

2:25 pm MOTORCADE departs Cabletron, Rochester en route Sheraton Hotel, Portsmouth.

(Drive Time: 35 Minutes)

3:00 pm MOTORCADE arrives Sheraton Hotel, Portsmouth.

- \* BRIEFING TIME  
(3:05 pm - 3:25 pm)
- \* INTERVIEWS  
(3:30 pm - 4:30 pm)
- \* PRIVATE TIME  
(4:35 pm - 5:55 pm)

6:05 pm MOTORCADE departs Portsmouth en route Yokens Restaurant.

(Drive Time: 10 Minutes)

6:15 pm MOTORCADE arrives Yokens Restaurant.

- \* ADDRESS ROTARY CLUB DINNER  
(6:20 pm - 7:00 pm)  
- Open Press  
- Remarks

3

7:05 pm            MOTORCADE departs Yokens Restaurant en route Pease  
Air Force Base.

(Drive Time: 10 Minutes)

7:15 pm            MOTORCADE arrives Pease Air Force Base.

7:20 pm            AIR FORCE ONE departs Pease Air Force Base en  
(E.S.T.)            route Andrews Air Force Base.

(Flying Time: 1 Hour 20 Minutes)  
(Time Change: None)

8:40 pm            AIR FORCE ONE arrives Andrews Air Force Base.  
(E.S.T.)

8:45 pm            MARINE ONE departs Andrews Air Force Base en  
route White House.

(Flying Time: 10 Minutes)

8:55 pm            MARINE ONE arrives White House.

January 9, 1992

MEMORANDUM FOR BETH HINCHLIFFE

FROM: MICHELE NIX

SUBJECT: NEW HAMPSHIRE EVENT -- PEASE HANGAR

This event will be a roundtable discussion with about 100 business leaders -- leaders directly involved in revitalization efforts for Pease and the Newington/Portsmouth communities.

There will be three individual presentations: One discussing real estate development efforts, one discussing high-tech recruiting efforts, and the third discussing local revitalization efforts by local and county business leaders from across the state.

The event takes place (AT THIS POINT) in Henley Hangar. It is an example of how Pease Development Authority has subleased some of the Pease space to private enterprise. The Henley Group is a real estate company -- the hangar is strictly used for the benefit of its employees (officers); the PDA is suggesting another hangar be used -- one that would be a better example of a business actually located at the hangar. But no final decision yet.

As Tony mentioned, this is an opportunity for the Pres to talk about a real economic growth package vs. the economic growth package wanna-be's that the Dems throw out to the American public.

New Hampshire is a perfect location for the Pres to tie in his Asia trip, since several of NH's top 10 export markets include Asia-trip countries -- #1 is Canada (an opportunity to boast about the North American Free Trade Agreement); #4, Japan; #8, Australia; #9, Korea; Singapore is 16th (this is being verified). Refer to table in export packet. (I have a contact in NH's Eco. Development Office who is trying to get me 1991 figures -- what we have is 1990.) Nevertheless, the list of top ten export markets have stayed the same. She is also going to try to work up a figure for what %age exports account of the GSP. It's very high nationally, and she thinks it could also be a positive figure for NH.

Here the Pres can restate the foreign policy/jobs link. Free trade, global economy language is important here to stress

the importance of American markets competing successfully within a growing international market system.

The Asia trip was an important trip for bringing a solid international trade structure into play. Bringing several countries into trade dialogue . . . creating more America jobs along the way . . . more opportunity for American markets . . .

New Hampshire's economy is hurting right now -- but the state gov't is looking for new ways to revitalize the economy. One of their tactics is re-educate NH businesses to expand into international markets -- a change from their past domestic focus. In October POTUS signed off on a \$1 million federal grant that NH is using to fund an international trade center at Pease. Pease was chosen because of its ideal location (close to their port). The center will offer NH businesses counseling, education, research to help them expand into international markets. The trade center will start up soon (maybe by April -- we could safely say 'in a few months').

The current push is to convince these companies that to be competitive domestically they have to look to foreign markets.

Some may be surprised to know -- New Hampshire is a highly industrialized economy: It is the 11th most industrialized state; and NH has more employees with high tech backgrounds on a per capita basis than any other state. NH is often viewed as a tourism state (which is a big industry for NH), but they have a diversity of industries -- their a high tech center.

The president of a NH company was upset by the friendly fire losses in the Persian Gulf, so his company quickly developed a radar tracking device that helped limit this tragedy. He was able to quickly get it through the Pentagon red tape and into use during Desert Storm. (I have a contact who is trying to track down the name of the company and the president).

#### RE PEASE

- The President's visit has caused a stir -- many in the community thinking that the Pres was coming to announce that Deutsche Airbus would indeed be setting up shop. (Representatives from Deutsche will be in town on the day of the President's visit to receive a final proposal from the Pease Development Authority [PDA]). PDA has tried to quell those rumors, but there is still some expectation about the President's visit.
- Pease was the first major base to be closed (announced early 1989). As a result, Pease has become somewhat of a front runner in base closure policy -- (How to Close a Base and Redevelop It in 10 Easy Steps).

- The communities of Newington and Portsmouth have been very hard hit by the closure. Concord is also looking to Pease's redevelopment with high expectation.
- After the base closure announcement, OEA gave the community a grant to establish the Pease Redevelopment Commission -- which at that time consisted of local business leaders and officials. The state later passed legislation and provided funding for the establishment of the Pease Development Authority.
- Bechtel Corporation was called in to prepare a base reuse plan -- which they did to the tune of \$1 million smackers (some at OEA thought that was too much). Nevertheless, The plan called for the Newington/Portsmouth communities to market themselves and the base as an opportunity for international markets -- with Pease as an international air hub. The PDA tries to attract businesses that could benefit from an airport and a deep water port. (PDA is under the leadership of Henry M. Powers, chairman of the board; and George "Skip" Jones, executive director.)
- Pease is scheduled to take over in February -- if all goes well.
- A few weeks ago, Senator Rudman and the State Dept. announced that a major VISA and Passport Processing Center would come to Pease, which should bring around 2-400 jobs.
- Everyone I've talked to in NH and even Bob Rauner at OEA mentions Deutsche Airbus as "an impending success" for Pease. They're expecting close to 1,000 jobs.
- Pease was able to secure interim leases with the Air Force to allow "reuse" to begin -- the NCO restaurant and a service station are being used under these leases.
- PDA put the Pease Golf Course into operation after the closing -- opening up to the public.
- The Dept. of Interior has secured 1200 of the 4200 acres for a wildlife refuge.

DRAFT  
1/3/92

Rec'd 1/6/92

### The Bush Record

Economic growth is on everyone's mind, so let's start there. Earlier this year the President proposed a series of initiatives that would ensure economic growth and a more competitive America. Had the Congress agreed to the President's proposals, many of which he launched in his very first State of the Union in February, 1989, the recession could have been avoided and millions more Americans would be working today. Last year, for example, the Bush Administration proposed reducing in the capital gains tax rate along with tax-free Family Savings Accounts, and penalty-free withdrawals from IRAs for first-time home buyers.

The President's trip to Asia is aimed at improving our international competitiveness and keeping good jobs here at home. The President realizes we live in a global economy, with our present and future prosperity depending on more exports. The President knows that every billion dollars of exports means 20,000 more good jobs here at home. So the President is determined to nail down agreements that guarantee free and fair trade for American companies and workers.

? — The stock market's remarkable holiday rally is a reminder of the wide confidence in the economy and in the President's leadership. Investors are putting their money on the line because they know the President means business when he says that #1 on his agenda is "jobs, jobs, jobs."

? — The President's leadership in foreign affairs and national security has set a high standard here at home: victory in the Cold War, victory in the Gulf War, reminds us that we can do it, we can dream heroic dreams, because we are Americans. The real peace dividend is a more peaceful planet. The President's efforts in Eastern Europe, in the Middle East, and in Asia, Africa, and Latin America are aimed at peaceful democratization, so that never again will Americans have to fear war. Precisely because we have such an opportunity, the President is determined to uphold American leadership as a force for peace, for good, and for prosperity. After all, we can't export to nations that are at war or else mired in poverty. The President and Secretary of State Baker and Secretary of Defense Cheney appreciate that this is still a dangerous world; that threats from dictators, terrorists, and madman must be watched closely.

The President recognizes that there is much work to do. He understands that the American people don't want finger-pointing, they want positive results. As he said in his Inaugural Address, the American people did not send politicians

Freedom  
Family  
Security  
Justice

lay blame - lay foundation for  
The John

to Washington so they could bicker with each other. The President has proposed comprehensive plans for dealing with everything from drugs to the deficit. Therefore, it is all the more unfortunate that Congress, quite frankly, has all too often delayed or blocked the President's domestic initiatives. For example, the Congress severely weakened the economy in 1989, 1990, and 1991 when it refused to enact his capital gains tax rate cut, even though the record shows that both Democratic and Republican Administrations have cut this tax on job creation in the past and gained jobs as well as tax revenue as a result.

In other critical areas the Congress has been equally intransigent. The Congress blocked the President's crime bill, his education reform package, a national energy strategy, and banking reform. Even the vital transportation bill, which would create jobs and improve our infrastructure for competitiveness, was delayed for months.

Now we are hearing the drumbeat of isolationist, anti-trade sentiments -- policies that will wreck the healing economy and seriously damage long term prosperity.

The President is determined to complete the Uruguay Round of negotiations and the proposed North American Free Trade Agreement along with the Enterprise for the Americas Initiative. These efforts will not only expand world trade but will create additional opportunities for U.S. exports through open markets, lower government subsidies, fewer trade barriers, and rules of fair play. Free and fair trade will broaden our economic opportunities to include areas where America's strengths are particularly great, such as services, high technology, and agriculture. Speaking of agriculture, the President was proud to sign a new Farm Bill in 1990.

In order to maintain our competitiveness internationally, the President believes that we must prepare for the future. And that includes nurturing our human capital. The President's national education strategy, "America 2000," will help us achieve the six national education goals for the end of the decade which the nation's governors and the President announced in early 1990. Under the leadership of Education Secretary Lamar Alexander, the President's education strategy has pursued four tracks: first, for today's students, we must establish better and more accountable schools; second, for tomorrow's students we must create a new generation of American schools; third, for the rest of us, we must create a nation of students; and fourth, we must ensure that our communities are places where learning can happen. America 2000 calls for a nationwide effort which involves every sector of our society and all Americans.

The President's education initiatives are intended to stimulate the reforming and restructuring of our education system in ways that enhance local control and innovation while at the same time encouraging parental involvement and expanding parental choice. Empowering parents to choose the schools their children will attend -- whether private or public schools -- is a keystone of the President's education agenda.

The President has also submitted to the Congress legislation that would reauthorize the Higher Education Act in ways that would reform and strengthen many Federal programs that guarantee access to affordable, quality post-secondary education for all.

Investment in America's future also entails investment in our infrastructure, whether it is transportation, energy, research and development, financial sector reform, or health care. Making permanent the Research & Experimentation tax credit along with an expanded commitment to scientific research will vastly strengthen our research and development capability.

The President believes that a strong highway system, operated in partnership with the States is critical to our economic future, and the Surface Transportation Act is intended to achieve this important goal. As you know, the President asked Congress when he last spoke to them in March to pass this bill within a hundred days. Over two hundred days later, the Congress finally came through. At a highway construction site in Dallas, the President signed this \$150 billion legislation that will create at least 600,000 jobs. The bill also includes an innovative privatization provision that will enable the private sector to become more involved in improving and expanding our competitive infrastructure.

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West  
Farm

The President has also sought to reduce America's energy vulnerability through conservation and efficiency, increased domestic energy development, and greater use of alternative fuels in order to ensure that our future economic growth is not jeopardized by possible supply disruptions. Unfortunately, the Congress failed to pass national energy legislation, and thus a more secure energy future sits on the back burner on Capital Hill.

There was, however, some good news on natural resources. The Congress agreed with the President on a new Clean Air Act. This landmark legislation was the greatest victory for our lungs in years. George Bush believes that economic growth and environmental protection do not have to be mutually exclusive. He is determined to balance the priorities of economy and conservation of natural resources through cost effective environmental initiatives toward implementing the Clean Air

Act, improving our wetlands policy, and reducing air toxic emissions.

A sound internationally-competitive banking system is also critical to our economic vitality and the financial well-being of our citizens. Last Spring, the President proposed comprehensive financial sector reforms that would modernize our outdated banking laws in order to make our banking system stronger and safer. The legislation offered a carefully balance, integrated approach to increased competitiveness, a sound deposit insurance system that safeguards the deposits of all Americans, and a national regulatory structure that is both stronger and streamlined. While the Congress failed to pass the legislation, we will not give up on pursuing this crucial set of reforms.

The President has also launched initiatives that would enhance food safety and that would, through a series of prevention initiatives, improve infant health and expand childhood immunizations. The President and Secretary of Human Services Sullivan are working to improve America's health care, with a special emphasis on prevention. The tragedy of Magic Johnson is another reminder that only a combination of abstinence, research and compassion will solve the AIDS epidemic. The President proposed and signed the landmark Child Care Act to provide low-income working parents with the means and flexibility to choose the best child care option for their individual needs.

The President has repeatedly emphasized the need to "put more power and opportunity in the hands of the individual." Under the leadership of Secretary of Housing and Urban Development Jack Kemp, the Administration is seeking to create thousands of new jobs in America's inner cities by encouraging expanded investment through urban enterprise zones. The President has also called on Congress to expand opportunities for greater tenant ownership of public housing. And if we are going to expand opportunities for individuals, we need to make sure that barriers to such opportunities are eliminated. That is why the President continues to enforce civil rights law aggressively. He also aggressively sought civil rights legislation. The outcome of that continuing effort was the Civil Rights Act of 1991, which the President signed late last year. The Civil Rights Act was particularly noteworthy because the President insisted on no racial quotas. This President was adamantly opposed to quotas, having always believed that civil rights can be guaranteed in a way that is fair to all and that relies on removing barriers to opportunity rather than denying opportunity.

As a part of putting power into the hands of people, the President has endorsed the idea of limiting the terms of office

for elected officials, including the Congress. The President of the United States is limited to two terms, as are many state governors, as well as other state and local officials. The time is now to apply the same principle of term limits to Congress as well. Another vital priority is campaign finance reform. Here again, the President proposed a balance package more than two years ago that included curbing special interest influences by abolishing corporate, union, and trade association political action committees (PACs).

The Vice President has been particularly in the forefront of the Administration's efforts to achieve real reforms of the civil justice system -- the "litigation explosion" that is undercutting America's competitive edge. The President and the Vice President know that we are in a global economic race, a race with no finish line. We can't afford to cripple ourselves with 18 million law suits a year, draining \$300 billion out of the productive economy! In addition, the Vice President is the Chairman of the President's Council On Competitiveness, leading the way to streamlining regulations when the economic burden of those regulations outweighs the benefits. One immediate success has been a speed-up in the approval process for life-saving and life-improving drugs by the Food and Drug Administration. Taken together, these reforms will help promote economic growth in all sectors of the American economy, but small businesses, which have long been the engine of job creation in America, will benefit especially. Medium and smaller businesses suffer the most from strangling regulation, paperwork, insurance and legal costs, as well as high taxes on capital. The President, who was a small businessman himself once, is determined to help.

The President has spoken many times of the "Four R's" -- reading, writing, 'rithmetic and respect. Americans have a right to be free from crime and drug abuse. A decent society keeps the streets safe for all its citizens, even as it does everything possible to help the homeless. Another particular concern of the President's is the safety and well-being of children. After all, what good is it for parents to have the opportunity to choose a school for their children, only to find that the new school is jeopardized by drugs, disciplinary problems, and violence?

The President understands that building a better America here at home means freedom from fear. The President is doubling our prison capacity, has doubled the number of federal prosecutors, and wants the Congress to pass a crime bill with teeth. Once the Congress passes it, the President's comprehensive crime bill will help us restore law and order to our streets, cities, communities and schools, by expanding the death penalty and ending frivolous appeals.



M E M O R A N D U M

To: Karl Rove  
From: Charlie Black  
Re: New Hampshire Mail  
Date: January 6, 1992

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Attached are the talking points Mrs. Bush used for her visit to New Hampshire to file the President's papers for the primary.

This gives you an idea of the tone and type appeal we have in mind for the first letter.

I would add to the third talking point something like, "You know I talk to some of my friends in New Hampshire almost every week. Some of them are experiencing these hard times. They're struggling to make ends meet. So, the trouble you're having there affects me personally."

"I'll be coming to New Hampshire several times in the next few weeks. My main purpose is to meet as many people as I can--some I've known before and some I'll be meeting for the first time--to listen to you. To learn first hand of your problems and your needs."

"I'm working everyday to do whatever is necessary to turn this economy around, there in New Hampshire and all across America. Now, I haven't gotten all the cooperation I need from the Democratic Congress. If some of my proposals for economic growth had been acted on by Congress, I believe we'd be coming out of the recession by now."

"But, that just makes me try harder to come up with answers and solutions to your problems. I hope you'll give me some ideas when I'm there, ideas to restore the hope and opportunity which have been such a strong part of the New Hampshire character."

Karl, this is rough, but gives you the general idea. Please call me or Bob Teeter, if you need more input.

Thanks for your help.

cc: Bob Teeter, Dave Carney

January 8, 1992

Mr. Rich Myers  
Bush Campaign Headquarters  
20 Bridge Street  
Manchester, NH 03101

Dear Mr. Myers:

As you requested earlier today, I am forwarding information about Cabletron Systems along with several requests for the presidential visit.

Why, you ask, should Mr. Bush want to visit Cabletron? Simply stated, Cabletron is the "American Dream." Only in America could a business start from literally nothing to become the country's fastest growing business operation and a major force within its own respective industry. Allow me to list only a few relevant facts about our company's phenomenal success.

- In 1983, Cabletron's founders, Robert Levine and Craig Benson -- literally neighbors in a small apartment complex -- founded the company in a tiny garage as a reseller of computer cables and connectors. For the first six years of the company's existence both men financed the operation 100 percent through their own means, including savings accounts, house mortgages, etc. To say they took a risk is an understatement, accumulating \$15 million of loan debt on personal net worth of \$200,000. To this day, Cabletron has received no venture capital, holds zero debt and carries \$65 million in cash reserves in its accounts.

- With only 30 employees on board, the company moved to New Hampshire to expand its operations into an old mill building where space was not a concern. There, the company developed a number of patented technologies including a product known as a transceiver. Today, Cabletron is the world's largest supplier of transceivers.

- In 1989, on the heels of a booming new high technology industry known as the local area networking industry, Cabletron opened a brand new 126,000 square foot research and development/manufacturing headquarters promising hundreds of new jobs for the local economy.

- That same year, Cabletron performed its initial public offering on the New York Stock Exchange (NYSE:CS), a feat rarely accomplished because of the

stringent guidelines required by this exchange. To this day, only a limited number of high-technology stocks appear on the New York Stock Exchange.

- In its first full year listed on the New York Stock Exchange, Cabletron was named the #1 performance stock, rising 204 percent. The company's value also increased from \$400,000 to nearly \$1.5 billion today.

- As part of its public offering, Cabletron's founders, recognizing the strength of its organization lie in its people, granted a minimum of 100 shares of stock to each and every employee (over 400) as a thank you for a job well done, and an incentive to keep up the good work. That stock, valued at \$7 per share only twenty months ago, now sells near an all-time high of \$55 per share.

- To the State of New Hampshire, Cabletron has grown from 30 employees in 1985 to 1350 in 1991, 1850 in the United States, and over 2000 worldwide. In 1991, Cabletron brought a \$33 million payroll to the state's economy in addition to representing over three percent of the state's revenues generated by the Business Profits Tax. Cabletron's worldwide sales -- by Wall Street estimates -- are expected to exceed \$275 million for the current fiscal year, up from \$22 million just four years ago.

- In 1991, Cabletron brought more than 500 new jobs to the State of New Hampshire, including 101 manufacturing positions where over 1250 job seekers came to interview.

- Today, Cabletron has 40 domestic sales operations; its corporate headquarters are located in Rochester, New Hampshire beside one of its four U.S.-based manufacturing operations (totalling more than 200,000 square feet)

- International Sales -- Key to the company's growth is its ability to penetrate foreign markets. Cabletron has invested heavily in creating seven wholly-owned international subsidiaries and a worldwide direct sales organization. Today, this market represents 28 percent of our overall revenues, with more than 200 employees overseas and 400 U.S.-based jobs directly tied to international business. All export sales products are developed and manufactured in the United States.

- Briefly, the accolades achieved by the employees of this company over the past three years include:

- 1988 -- Named the nation's 7th fastest growing privately-owned company by Inc. magazine.

- 1990 -- Named the 2nd "Hottest Growth" Company in America by Business Week magazine

- Named 2nd in the Forbes magazine Survey of America's "Best Small Companies"

- Named #1 Socially Responsible Stock by Money magazine

- 1991 -- Co-founders became first to receive "Co-Entrepreneurs of the Year" by Inc. magazine.

- For the prior year, the company was named the New York Stock Exchange's #1 performance stock

\$70.00  
8  
\$56.25



-- Rated #531 in *Business Week's* ranking of "America's 1000 Most Valuable Companies" 1992 -- Since its founding, has brought eight "industry firsts" to market including the invention of the "smart hub" and "network management"

Clearly it becomes quite obvious that Cabletron is the "American Dream" come true. More importantly, our company continues to share a common vision that teamwork is the key to success in business. Nowhere is this more obvious than in the founders efforts to keep everything in perspective with employees. In fact, a recent study showed the typical Japanese CEO earning 16 times his average worker; the average American CEO earning 200 times his workers; but here at Cabletron, our founders earn just over two times the average employee. Yes, they have indeed forged the "American Dream," but remaining competitive is still the bottom line, and key to the company's collective future.

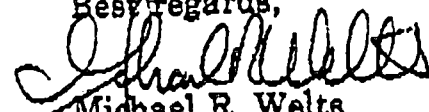
★ As we discussed, there are several opportunities we would like to explore with the presidential visit. These include the following:

- A 20-minute tour of our manufacturing facilities and an explanation of our networking technologies.
- A 15-minute closed door meeting with senior management.
- A 10-minute closed door meeting with industry trade press to discuss the growing importance of the technology field and the need to maintain competitiveness by manufacturing here in the United States.
- A 10-minute speech to the employees by the president addressing the importance of manufacturing in the United States. This will be led by a company announcement of two new facilities opening this spring in New Hampshire, bringing a projected 200 new blue and white collar jobs to the state. ↙
- A five minute presentation to President Bush of official company jackets for the president and first lady.
- Additionally, we have had numerous requests by national networks for a 5-minute one-on-one interview with the president.

Mr. Myers, as you can see, we have quite an afternoon slated for the presidential visit. We feel honored and privileged by his interest in visiting us and will certainly make every effort to ensure a beneficial press opportunity for him. Quite simply, we base our company's success on the restored pride in America granted by the Reagan/Bush administrations. Prior to their terms, our country lacked in its self-esteem and competitiveness. It is our sincere belief that these two men, through their strength and leadership, have brought back what is good about being an American and have restored faith in the "American Dream." We fully support President Bush in his re-election bid and wish to thank him for the opportunity of success that has allowed Cabletron to become what it is today.

As you will see upon visiting us here, our theme of "Made in America -- Proud to be American" will be prominently displayed with flags and banners throughout the facility. I look forward to meeting with you and your staff in the coming weeks and strongly encourage your comments.

Best regards,

  
Michael R. Welts  
Director of Marketing

enc.



January 3, 1992

*Tony*  
*N.H. Speed*

TO: HONORABLE EDE HOLIDAY  
ASSISTANT TO THE PRESIDENT AND  
SECRETARY OF THE CABINET

FROM: Rockwell A. Schnabel *[Signature]*

SUBJECT: National Technology Initiative

As you know, Secretary Mosbacher and Secretary Watkins have been developing plans for a National Technology Initiative (NTI) which will bring together leaders in business and government to forge new partnerships: partnerships between industry and our world-renowned Federal Laboratories to bring new technologies to the marketplace; partnerships between industry and the financial community to ensure U.S. companies have access to the capital they need for R&D and modern equipment; and partnerships between labor and management to ensure that our industrial sector remains second to none in the 21st century.

I have enclosed copies of a detailed description which outlines the NTI, its goals, structure and themes and initial sites. We have selected the Massachusetts Institute of Technology (M.I.T.) in Cambridge, Massachusetts to be the site for the first NTI which is tentatively scheduled for January 29-30.

In addition, I have enclosed a draft Presidential Statement concerning the National Technology Initiative for your review and evaluation.

We believe this initiative would create an excellent opportunity for the President to highlight the Administration's program to make industry more competitive and to create jobs and foster economic growth. The President's announcement of this initiative would truly have a major impact on its success.

Should you have any questions, please feel free to contact Marc G. Stanley, Associate Deputy Secretary, 377-4625.

**PRESIDENTIAL STATEMENT CONCERNING NATIONAL TECHNOLOGY INITIATIVE**

We recognize the serious challenge that U.S. companies face from foreign competitors. It is U.S. business which must meet this challenge. However, the Federal government must find ways to support the business community's efforts. As one means of providing that support, our Federal departments and agencies are launching the "National Technology Initiative" -- a coast-to-coast series of town meetings bringing together business and government leaders to discuss ways of partnering to enhance our technological strengths and our global competitiveness.

The Departments of Commerce and Energy have joined forces to take the lead in developing this initiative with industry and have arranged the first such session at the Massachusetts Institute of Technology in Cambridge, Massachusetts on January 30th, 1992. Similar programs will be held in all regions of the country. I am asking all Federal departments and agencies to become active participants with Commerce and Energy in this effort.

Through such dialogues, we can begin to build new partnerships between government and industry that will improve our competitiveness and increase our economic prosperity. We must not only encourage but assist industry in making better use of our world-renowned Federal laboratories to help be first to market with new technologies. We must also explore government-

industry cooperation to ensure that industry has access to the capital needed for technological competitiveness.

Finally, we must create a national commitment to excellence in our manufacturing industries through improved training for both workers and management and through access for both small and large businesses to the latest manufacturing technologies. By working to build these partnerships we will be opening a new era in relations between government and industry-- an era that will greatly strengthen the economic well-being of all Americans and our national global competitiveness.

(Hinchliffe/Nix)  
January 10, 1992 10 a.m.  
PEASE Draft One

**PRESIDENTIAL REMARKS: PEASE AIR FORCE BASE**  
**January 15, 1992**  
**Pease Air Force Base**

--crow about Asia trip  
--link between foreign policy and jobs  
--now we must compete in a global economy  
--we've taken some important first steps to create a new world trade structure -- and we'll continue -- the better the structure, the more jobs we'll create  
--criteria for true economic growth package  
--1. gets us competitive in world economy -- builds upon our growing export business -- creates jobs  
--2. understands you don't create jobs out of thin air --  
--investors have to make initial cash outlay  
--entrepreneurs have to take risks  
--investors have to invest -- and we're going to make it easier for them to do that -- and we'll stop punishing risk; we'll reward success  
--3. Restrains budget growth  
--4. Preserves values of people's basic assets -- starting with home values -- preserve integrity of people's hard-earned money, and basic investments they make  
--5. Assures all Americans they'll be able to afford cost of raising family, educating children, providing for health care, making life better for every new generation  
--6. Does not increase the deficit  
--7. It works -- and gives confidence to invest for the future, to plan, to take risks, to make purchases -- to do everything you do when you believe in yourself and your future.

--business leaders directly involved in revitalization efforts for Pease and Newington/Portsmouth communities  
--Henley Hangar -- example of how PDA subleased some of Pease space to private enterprise -- Pease first major base to be closed -- become leader in base closure policy -- know Newington and Portsmouth very hard hit -- Concord looking to Pease's redevelopment with high expectation;  
--OEA gave community grant to establish Pease Redevelopment Commission -- state later funded PDA  
--PDA attracting businesses benefit from airport and deep water port -- opportunity for international markets, with Pease as international air hub -- PDA under leadership of Henry Powers and George "Skip" Jones -- Pease will take over in Feb., if all goes well  
--VISA and Passport Processing Center coming -- Pease Golf Course; Dept. of Interior wildlife refuge

--real economic growth package vs. economic growth package  
wanna-be's that Dems throw out

--TIE IN ASIA TRIP:

--NH is highly industrialized economy -- 11th most  
industrialized stae -- more employees with high tech backgrounds  
on per capita basis than any other state

--several of NH top ten export markets include Asia-trip  
countrries -- Japan, Australia, Korea, Singapore?

--your state's \$1.2 b exxport industry;

--Canada #1 -- boast NAFTA

--restate foreign policy/jobs link (free trade, global  
economy language -- stress importance of Am. markets competing  
successfully within growing international market system

--Asia trip imortant for bringing solid international trade  
structure into play; bringing several countries intro trade  
dialogue; creating more America jobs alone the way; more  
opportunity for Am. markets;

--when child, learn to tell difference between reality and make-  
believe. Sure, we'd all like to live in Never-Never land -- some  
Democrats still do. But the rest of us have grown up. We know  
this is the real world. We know we're going to fly or crash on  
our own choices. So we have to begin by choosing to be  
realistic. We have to begin by remembering how, as children, we  
learned to ... remember how to tlell ...

Asia  
- gromf  
- NH  
- Peene  
Criteria

- deregulation  
- (Gene Schow)  
- Mark DeSantos  
(Herb...  
Steve Olsen  
x 2135  
OMB - No...  
Norton

# Withdrawal/Redaction Sheet

## (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Memo	Charlie Black to Karl Rove, Re: New Hampshire Mail. [Open Upon Deed of Gift - March 16, 2015] (1 pp.)	01/06/92	PRM	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Speechwriting, White House Office of  
**Series:** Speech File, Backup  
**Subseries:**  
**WHORM Cat.:**  
**File Location:** Pease AFB 1/15/92 [3]

<b>Date Closed:</b> 11/16/2004	<b>OA/ID Number:</b> 13794-004
<b>FOIA/SYS Case #:</b> S	<b>Appeal Case #:</b>
<b>Re-review Case #:</b> 2004-2265-S	<b>Appeal Disposition:</b>
<b>P-2/P-5 Review Case #:</b>	<b>Disposition Date:</b>
<b>AR Case #:</b>	<b>MR Case #:</b>
<b>AR Disposition:</b>	<b>MR Disposition:</b>
<b>AR Disposition Date:</b>	<b>MR Disposition Date:</b>

### RESTRICTION CODES

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

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

Deed of Gift Restrictions

- C(1) Closed by Executive Order 13526, governing access to national security information
- C(2) Closed by statute or by the agency which originated the information
- C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
- PRM. Removed as a personal record misfile

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

- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

(Hinchliffe/Nix)  
December 20, 6 p.m.  
BEE Draft Three

**PRESIDENTIAL TALKING POINTS: ADDRESS TO BEEVILLE, TEXAS  
SATURDAY, DECEMBER 28, 1991**

\* Things have changed a lot in Texas in the 48 years since I first showed up here, an 18-year-old naval cadet about to get my wings. Most importantly, I know things have changed a lot here since January 29, 1990: when it was announced Chase would close.

\* I know you fought that decision long and hard then -- and I care deeply about what you're going through now. I want to reassure you, as Texan to fellow Texan, that Beeville, her warm people, and her future will not get lost in the system.

\* You're going to get plenty of help as you rebuild. You're resilient, and you're ready to face the future with energy. The Bee County Redevelopment Council is studying base reuse plans. Your local boards and citizens are looking for businesses to relocate here. There's terrific spirit -- and you're not alone.

\* I'm committed to minimizing the problems associated with this closure. There's an entire organization in the Defense Department called the Office of Economic Adjustment, OEA, whose sole function in life is to help communities like yours deal with the impact of closure. Director Bob Rauner told me his representatives started working with officials in Beeville and Bee County back in August -- and OEA has approved a grant of \$102,750 for organizational development. In addition, in the beginning of the new year, it will fund the base reuse plan that's being developed with your own officials here.

\* OEA has worked with towns like Beeville for 30 years and has

a terrific track record -- new jobs created after base closure far exceed the number of those lost. Projects built as a result of closures range from colleges to industrial parks to airports.

\* But the effort is much broader than just one organization. We now have 23 departments and agencies involved with Beeville's future. For instance: we project you can expect about \$1 million from the Department of Commerce's Economic Development Administration. At the Department of Labor, Assistant Secretary Robert Jones will help your laid-off workers through job search, counseling, relocation aid, and vocational retraining -- providing an estimated \$3-4 million dollars. At the SBA, Robert Moffitt will help Beeville through its programs for local businesses -- conducting seminars here as they did at Fort Hood.

\* There are many other interested agencies who may have funds to commit, including FAA, National Park Service, Department of Education, Bureau of Prisons and Fish and Wildlife Service.

\* The bottom line is that communities do recover successfully from base closures -- ask the folks in Harlingen, Laredo, Mineral Wells and Waco. You have a secret weapon stronger than anything the government can offer: your community spirit -- the spirit that came through for Reuben Contreras two years ago when he broke his neck playing football here at A.C. Jones High. I hear everyone pulled together to help him -- volunteered time and money and donated a home to accommodate his new needs. The community that worked together then will work together now -- and I am confident you will succeed.

\* We say goodbye to Chase, but the record of achievement, sacrifice and courage of its men and women will live in American history. You can be proud of your role as defender of such a superb air station. The same indomitable spirit Beeville gave to Chase Field will give Beeville its new role for South Texas.

\* Thank you for your friendship and your warm welcome home -- Barbara and I love coming here, and we always will. God bless you now and always; God bless this wonderful country we share.

# # # #

## OPTIONAL ADDITIONAL BEGINNING:

Thank you, Dan, we love "coming home" to Beeville. Barbara and I feel this season makes us realize what's really important in our lives -- for us, that's the blessings of faith, family, and friends. You are our friends, and being with you lifts us up.

# PEASE DEVELOPMENT AUTHORITY



Building 90, Portsmouth & Concord Avenues, Second Floor  
(603) 433-6088 Fax: (603) 427-0433 TTY/TDD: 1-800-992-3312  
Mailing: Suite 1, 601 Spaulding Turnpike, Portsmouth, New Hampshire 03801-2833

## FAX TRANSMITTAL SHEET

TO: Michelle Nix

FROM: Susan MacDonald

DATE: 1/9/92

PAGES: 7(w/cover)

IF FAX TRANSMISSION IS INCOMPLETE, PLEASE CALL (603)433-6088.

COMMENTS:

**PEASE DEVELOPMENT AUTHORITY**  
**FY91**

**CHRONOLOGY**

**APPENDIX 4.a.ii.(1)**

June 1, 1990

Pease Redevelopment Commission dissolved, Pease Development Authority established. Four Standing Committees appointed, with three Board members each: Executive Committee, Audit & Finance, Airport District, Commerce & Industry Committee.

June 1, 1990

Assigned 509 Bombardment Wing (BMW) aircraft relieved of strategic mission at Pease Air Force Base, reassigned, and began departure to other military installations.

July 29, 1990

The Pease Development Authority advertised for a Logo Contest to invite members of the public to participate in the design of the Authority's Logo. On September 17, 1990, Mr. John M. Rowe, Seacoast Graphics, was notified his logo design had been selected. The Authority proudly displays this design on all stationery.

July 31, 1990

The Pease Development Authority resolved to adopt By-Laws.

August 14, 1990

The Pease Development Authority Board resolved to endorse the August 13, 1990 memorandum from Chairman Powers to the Pease Development Authority, relating to the Right-To-Know Law and the application of same to the deliberations of the PDA.

Planning consultant delivered comprehensive plan final Phase II/III report.

The Board resolved to accept the following Mission Statement: The mission of the Pease Development Authority shall be to initiate economic opportunity and create private sector employment by capitalizing on the unique facilities available at Pease while preserving the seacoast's quality of life and environment.

The Board accepted the FY91 PDA Operating Budget.

August 15, 1990

Assigned 509 BMW aircraft (KC-135) relieved of strategic mission at Pease Air Force Base, reassigned, and began departure to other military installations.

August 28, 1990

The Pease Development Authority Board resolved to hire Ernst & Young as the Authority's auditor.

**September 8, 1990**

Departure of FB-111 aircraft complete.

**September 11, 1990**

Community relations firm hired, Noon & Company, to facilitate communications between the PDA and the general public.

**September 28, 1990**

Departure of KC-135 aircraft complete.

**October 10, 1990**

Resolution to support the Preferred Development Concept as described in the Comprehensive Redevelopment Plan, excluding the second runway. Further resolved to reevaluate the level of aviation activity and land use allocation within the Airport District including the need for a second runway. Further resolved to establish operating procedures, regulations and standards for the aviation facility to include such issues as noise, natural and historic obstacles, land use and minimum operating standards. Further resolved to seek financial resources to further analyze traffic and infrastructure impacts. Further resolved to operate in a manner that provides economic cooperation and stability for communities represented by the Authority. Further resolved to adopt a land use plan and zoning regulations on or before December 31, 1991. Further resolved to transmit to the Air Force copies of all planning documents for use in the federal (National Environmental Policy Act) review process. Further resolved pursuant to NEPA to request that the USAF evaluate all development alternatives set forth in the comprehensive plan.

**November 5, 1990**

Public Law 101-511 (Defense Appropriations Bill) passed, including free floating provision by which the United States Air Force holds harmless the State of New Hampshire, Pease Development Authority, and lessees, transferees and assigns, from liability for hazardous substances, pollutants or contaminants resulting from Department of Defense activities at Pease Air force Base.

**November 9, 1990**

Department of Defense, Office of Economic Adjustment awarded \$150,000 grant for non-aviation related planning and operational expenses.

**December 21, 1990**

Resolution that the Pease Development Authority has reviewed the options for a second runway at Pease Air Force Base as proposed in the comprehensive plan and concludes that the layout, construction, and/or use of either an independent or dependent parallel runways, or independent or dependent convergent runways, or any other form of multiple simultaneous approach runways excepting runways designed exclusively to accommodate reduced takeoff and landings, short takeoff and landing, vertical takeoff and landing aircraft and or helicopters, is unnecessary and undesirable for implementation of the comprehensive plan and therefore that the PDA is opposed to any plan for the layout, construction, and/or use of any such runways.

**December 21, 1990**

Consultants hired to assist with aviation planning (Hoyle Tanner Associates, Bedford, NH) and financial planning (RKG Associates, Durham, NH).

**December 21, 1990**

Interagency agreement (IAG) executed by the United States Air Force, the United States Environmental Protection Agency, and the State of New Hampshire, establishing schedule and procedures for cleaning up hazardous waste at Pease Air Force Base.

**December 21, 1991**

The Pease Development Authority Board of Directors approved and accepted the Master Model Lease and the Master Model Sublease to be used for Interim Leasing of facilities at Pease Air Force Base.

**January 15, 1991**

New Hampshire Department of Transportation presented to the Pease Development Authority a three part highway expansion: 1) changes made to the proposed Gosling Road Interchange design at the request of the PDA to minimize traffic capacity, 2) details of the scheme proposed to mitigate wetland impacts, and 3) summary of Pease property needed for the highway project. The PDA Board resolved to make application to the Air Force for the transfer of approximately 43 acres for highway expansion and to work with DOT pursuant to plans as presented.

**January 25, 1991**

The Pease Development Authority Staff gave a presentation and bus tour of Pease to the New Hampshire State Senators in an effort to provide an update of PDA progress and familiarize the Senators with the Pease facility.

**February 12, 1991**

The Pease Development Authority Board resolved to authorize the Executive Director to pursue funding of approximately \$400,000 and to work with the Department of Transportation in preparing a Request For Proposal for the purpose of hiring a company to develop a transportation plan.

**March 4, 1991**

On February 4, 1991, the Pease Development Authority Board resolved to hold a Public Hearing on March 4th regarding the subject of the Airport Layout Plan, minus a second runway, and further to accept written comments on the ALP.

**March 5, 1991**

The Pease Development Authority Board authorized the Chairman to accept, sign and enter into an interim lease agreement with the United States Air Force for the Pease Golf Course to operate an 18-hole professionally managed golf course and related facilities for use by the general public.

**March 20, 1991**

The Pease Development Authority formally announced that they have been in negotiations with Deutsche Airbus, of Hamburg Germany, for the purpose of locating a major commercial aircraft maintenance facility in the United States at Pease. This would be the first major tenant at Pease and be instrumental in turning the local and regional economy around.

**March 28, 1991**

The Pease Development Authority Board held a public hearing to solicit comments from the public relative to proposals for land acquisition, public benefit transfer, negotiated sale, and airport layout plan.

**March 31, 1991**

Pease Air Force Base closes. Under 'caretaker' contract issued by the United States Air Force, contractor to assume security and maintenance functions of base until such time as the USAF disposes of the property and transfers title.

**April 3, 1991**

The Pease Development Authority Board authorized the hiring of Noon & Company to develop proposals to manage the bidding and production of a marketing package to include a brochure, printed materials, video and audio sales tools for the purpose of marketing Pease.

**April 24, 1991**

The Pease Development Authority Board authorized the hiring of Palmer & Dodge to act as Bond Counsel for the PDA.

May 20, 1991

The Pease Development Authority Board authorized the Chairman, on behalf of the PDA, to execute the Master Lease between the PDA and the Air Force, for the Sublease between the PDA and Southwest Airport Services, Inc., and to execute the Joint Use Agreement of the airfield between the PDA, NH Air National Guard and the Air Force. This resolution marks the beginning of Fixed Base Operator services for Pease and the general aviation use of the airfield.

The Board also resolved to accept the Borrowing Authority amendment RSA 12-G:27 III. The amendment guarantees the state treasurer is authorized to borrow upon the credit of the state, not to exceed total state bond guarantee, and to make loan or loans to the PDA.

The Board authorized the Executive Director to sign on behalf of the PDA and submit to the FAA and the Air Force the proposed Airport Layout Plan prepared by the Staff and its consultant, Hoyle Tanner & Associates. In addition, the Executive Director is authorized to submit to the FAA and the Air Force supporting plans: 1) Terminal Areas Plan - North, 2) Terminal Area Plan - South, 3) Wetlands Plan, 4) Topography Plan, and 5) Noise Contours & Existing Community Land Uses.

The Board unanimously resolved to adopt seven (7) rules for procedures by which all land use controls and amendments to such controls shall be enacted by the Authority.

The Board unanimously resolved to accept the PDA Staff comments on the Final Environmental Impact Statement on the Reuse of Pease Air Force Base and those of the Pease Redevelopment Commission submitted to the Air Force with regard to the Draft Environmental Impact Statement.

The Board also authorized the Executive Director to implement the Part 150 Study including the forty-three (43) member Citizens' Advisory Committee. The Committee responsibility is to appoint a consultant for the purpose of performing an aviation Part 150 Noise Study for recommendation to the Board.

June 18, 1991

The Board authorized the hiring of Roy F. Weston, Inc. for the purpose of surveying and establishing boundaries for the Public Benefit Transfer.

The Board approved the PDA operating budget for FY92 in the amount of \$2.8 million

*Nichells*  
*Nix*

TO: [REDACTED]

FROM: [REDACTED]

IMPORTANCE OF DEUTSCHE AIRBUS TO  
PEASE AIR FORCE BASE

The closing of Pease Air Force Base resulted in the loss of 1,180 civilian employees and a military population of 3,600 to the Seacoast Region of New Hampshire. In addition, the loss of several hundred jobs at the Portsmouth Naval Shipyard has caused a severe strain on the New Hampshire economy, particularly in the Seacoast region.

Under state legislation, the Pease Development Authority was established to prepare a comprehensive plan and was given the authority to implement all aspects of the plan, including taking title to the property, marketing, and developing the property. The Authority engaged a comprehensive planning consultant (Bechtel Corporation) in addition to several subcontractors to develop a plan for Pease. The Authority is currently marketing the base as a multi-use facility, including a commercial airport, business and other industrial uses.

It is critical for the development of Pease that a major anchor tenant be in place as soon as possible. For the maximum economic utilization of the base, it is important that the runway and associated hangar and other buildings be utilized in a major way in order to employ the largest possible number of area residents and to create the necessary economic multiplier effect that would result from a major operation at the base. It is vitally important that an aircraft maintenance and/or remanufacturing facility become that anchor tenant in order to accomplish those purposes in a reasonable time frame (i.e., within three years).

The most likely anchor tenant located to date is Deutsche Airbus of Hamburg, Germany. The Pease Development Authority has been in intensive negotiations with Deutsche Airbus for many months and the parties are close to agreement on an arrangement that would bring Deutsche Airbus to Pease in the near future. If a final agreement can be reached, Pease would employ several hundred people and would invest approximately \$70 million in the facility, with some state assistance. One major issue yet to be resolved involves resolution of the conflict between the Clean Air Act and the Base Closure Act.

It is clear that if Deutsche Airbus cannot be attracted to locate a major operation at Pease, the economics of the state authority acquiring the base from the Air Force will be thrown

into serious jeopardy. It is clear that the State of New Hampshire cannot offer the types of financial incentives that have been presented to major U.S. air carriers, such as the Minnesota arrangement with Northwest Airlines and the favorable terms offered to United Airlines at Indianapolis, Indiana. However, we believe that representatives of Deutsche Airbus are sincere when they indicate that Pease is their first preference for a U.S. based operation. Their requests for assistance have been fairly reasonable and we believe they can be negotiated to an appropriate conclusion.

Any assistance that can further encourage Deutsche Airbus to decide that now is the time to locate a major facility in the U.S. market could prove critical and very timely. Representatives of Deutsche Airbus are returning to Pease on December 9 to continue negotiations. A willingness, on behalf of the President to lend his support to the State's efforts will be a major economic development step not only for New Hampshire but the entire region. The President and the CEO of Daimler Benz (Mercedes), which is the parent company of Deutsche Airbus, along with Governor Gregg would be probable participants in any such meeting.

Please let me know if you need further specifics.

JUST  
FOR  
BACKGROUND

Memo to Ron Kaufman  
from Gov. Gregg's  
Office

Deutsche imp to  
Pease Dev. Authority - but  
isn't going to happen