

Originally Processed With FOIA(s):

S

FOIA Number:

S

FOIA MARKER

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

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

OA/ID Number: 13609
Folder ID Number: 13609-005

Folder Title:
Federal Express - Memphis 3/5/92 [OA 6098]

Stack:	Row:	Section:	Shelf:	Position:
G	26	17	7	3

And I ask for your support to help keep our Party strong and united. I want to be your President for 4 more years. I will try my level best to continue to lead this country with honor, with decency, with respect for the principles that all of us hold dear.

Barbara and I are very, very privileged, and we know it. Every single day we live in that White House we know that we are amongst the most privileged in the world to be able to serve in this way. I'm going to continue to try my hardest. I'm going to continue to do my level best for the people of this country. I ask for your support.

Thank you, and may God bless the greatest country on the face of the Earth. Thank you very much.

[At this point, Richard Sandler presented the President with an oversize hammer.]

Thank you all very, very much. I'll take this and flee and bring it to bear next week on the Congress. Thanks a lot.

Note: The President spoke at 10:37 a.m. at South Carolina State Fair Grounds. In his remarks, he referred to Richard Sandler, president of the South Carolina Home Builders Association; Charles Newman, first vice president of the Home Builders Association of Greater Columbia; Mike McMichael, president of the Home Builders Association of South Carolina; and Dottie Lafitte-Woolston, BUILD-PAC trustee.

Remarks Upon Departure From Columbia, South Carolina

March 5, 1992

Hey, listen, let me just ask you now to go out and be sure to vote on Saturday and send the rest of the Super Tuesday States a strong message: I want to be your President for 4 more years. So give me that vote. And thanks for your fantastic support, and don't let all the doomsayers get you down. I love this South Carolina optimism, the South Carolina pride, the South Carolina patriotism.

So thanks for this warm welcome. Now we're off to Tennessee, Oklahoma, Mississippi, Louisiana, and then we're going to

get back for a great big Super Tuesday. But show them what we can do on Saturday. And thank you for this great Governor at my side. Thank you all.

Note: The President spoke at 1:10 p.m. at Columbia Metropolitan Airport. In his remarks, he referred to Governor Carroll Campbell. A tape was not available for verification of the content of these remarks.

Remarks to Federal Express Employees in Memphis, Tennessee

March 5, 1992

Thank you so very much. Thank you so much for that enthusiastic welcome. And thank you to my friend, Howard Baker, one of the great leaders in the United States Senate in all of its history. Thank you for the introduction, Howard. And may I salute Congressman Don Sundquist, who has been at my side in the political wars, a good friend, a great Congressman. And I'm delighted to be here at Federal Express, 1990 Malcolm Baldrige Quality Award winner, a national winner.

My staff told me they weren't sure they could fit this stop in our schedule. But when I said it was a "Fred said," I knew we had to do it and fast. Fred, thank you. You know, Fred Smith has always been very, very generous. And Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the jump seat. And I hope I don't forget the cookies. And you know what that means.

The people of Memphis, indeed, all Americans, face a momentous decision this year. And I would never presume to tell you how to vote; it must be between you and your conscience: Which Elvis should be on the postage stamp? I noticed the sign.

And, really, it is a delight to be in this State because the people of Tennessee believe in big things, and we agree on the values that are closest to our hearts. And I'm talking about job security. I'm talking about family. I'm talking about world peace for us and our children and for our families for generations to come.

I'm here today because the people in Memphis, as well as people at Federal Express, embody the values that have made America number one in the world. And I know that with leaders like you, America will stay number one. Don't listen to the gloom and doom pessimists on that evening news every night. You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back to a year ago. Think back to Operation Desert Storm. America faced a great challenge then, and Tennessee met it proudly. More than 6,000 Tennesseans served their country as reservists of the National Guard. And Fed Ex flew more missions than any other single civilian carrier. And believe me, that is not a contribution that America will ever forget. Thank you all very much and all of you that helped make that possible.

What makes this city, this State, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies, you make them work, you see job training not as a one-shot deal but as an ongoing process. And you set high standards, constantly asking more of yourselves and your coworkers, and you're satisfied with nothing short of excellence. Innovation, that's what being competitive is all about.

The key to success, to our success as a Nation is competitiveness. And for some, that word, competitiveness, is just this year's political buzzword. Here in Memphis it's a reality. Competitiveness is your key to leadership. And companies like this one here, Fed Ex, understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. And that's what you are doing.

And here at Fed Ex that's just common sense. More than 1.5 million packages pass through here everyday en route to all parts of the globe. And Memphis, therefore, is already America's distribution center, and now you're becoming the world's. And that means economic opportunity, and it means jobs for the American people.

You know, in this political year, this political year some people can't seem to understand that. They see the challenges of a global economy, and they say, "Let's draw the

blinds; bolt the doors. Maybe the world will go away." And they push protectionism, an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic political bluster out there. Protectionism comes from fear, fear that Americans can't compete, fear that Americans have no ideas and no foresight, fear that America can no longer lead. And let those skeptics come to Memphis, Tennessee, and let them come to Federal Express and see what it really is about. And maybe then they'll understand what you and I already know; Americans here and across our country can outthink, outperform, outproduce anybody in the world.

Never in this country's history have Americans turned their back on a challenge. And we don't run and hide. We compete. As long as I am President, we will continue to compete, and we will continue to compete. And I don't believe in protectionism, and I don't believe in isolationism. Yes, we've got a lot of work to do to keep America on top. And of course, you know and I know that our biggest challenge, my first priority, is to get this economy moving, to create and preserve American jobs.

And in my State of the Union Address in January, I laid out a two-part plan for the economic recovery. First, a short-term plan to strengthen the economy right now. And then, second, a longer term plan to keep America growing strong for years to come. And my plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for that first-time homebuyer. Give those young families a chance to own their own home, commonsense proposals to get people buying homes and then building homes.

Fortunately, Congress can't tie my hands on everything. I've been able to take some steps on my own. For example, I put a 90-day freeze on new Government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. And I've given them some advice: Wherever possible, they must speed up any regulations that encourage economic growth and scrap regulations that restrict economic growth in this country.

Overregulation robs the inventiveness and risktaking the economy needs to grow. And

Administration

you all unders
For the first
with 32 small
was inhibited
And deregula
more planes, li
literally, Fede
regulatory bu
backs. And so
economy natic
of overregulati
And also th
minds of the p
that means ref
parents won't
of being slapp
doctors stop d
malpractice su
And that's wh
gress, supporte
the frivolous l
and tear apart
bottom line: A
of this mess ur
ing each other

We've got to
system. Anyon
knows that m
through the roc
deserve quality
many families
erage. And our
access to heal
or poor. And s
road of nationa
you and I both
care where Go
sions would be
I say to the Co
United States,
your help and
Government to
proved health c

I'd like them
Congress can l
[Laughter] Tha
hour and a ha
[Laughter] So I
20th, to enact t
fortunately for
Democrats, the
gress, had other
a plan of their o

the world will
 protectionism, an
 surrender. Don't
 and the patriotic
 . Protectionism
 Americans can't
 is have no ideas
 America can no
 skeptics come to
 t them come to
 hat it really is
 y'll understand
 Americans here
 outthink, out-
 y in the world.
 ory have Ameri-
 challenge. And
 ompete. As long
 ontinue to com-
 ompete. And
 sm, and I don't
 we've got a lot
 ca on top. And
 w that our big-
 cy, is to get this
 and preserve

ion Address in
 rt plan for the
 hort-term plan
 ight now. And
 plan to keep
 years to come.
 ving again, hir-
 g market back
 credit for that
 ose young fam-
 n home, com-
 people buying
 s.
 tie my hands
 e to take some
 le, I put a 90-
 nt regulations
 artments and
 ottom review.
 ice: Wherever
 ny regulations
 vth and scrap
 mic growth in
 ntiveness and
 to grow. And

you all understand that better than anybody. For the first year, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by cargo, air cargo regulations. And deregulation allowed Fed Ex to buy more planes, larger planes, for transport. And literally, Federal Express took off when the regulatory burden was lifted from their backs. And so, we're going to energize our economy nationally the same way. The days of overregulation are just that; they are over.

And also there's another thing on the minds of the people in this great area, and that means reforming our legal system. When parents won't coach Little League for fear of being slapped with a liability lawsuit and doctors stop delivering babies for fear of a malpractice suit, there is something wrong. And that's why I've sent a bill to the Congress, supported by Don Sundquist, to stop the frivolous lawsuits that drain our wallets and tear apart our society. And here's the bottom line: America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We've got to also reform our health care system. Anyone who's had even a checkup knows that medical costs are going right through the roof. And I believe all Americans deserve quality health care. However, too many families go without health care coverage. And our plan focuses on opening up access to health care to all Americans, rich or poor. And some want to take us down the road of nationalized health care, and I think you and I both know that nationalized health care where Government makes all the decisions would be a national disaster. And so, I say to the Congress, the Congress of the United States, the American people need your help and now is not the time for the Government to play doctor. Give us an improved health care program for this country.

I'd like them to do it now. But see, I know Congress can be a little slow doing things. [Laughter] That's like the guy that takes an hour and a half to watch "60 Minutes." [Laughter] So I gave them a deadline, March 20th, to enact this short-term plan. And unfortunately for the American people, the Democrats, the liberals that control the Congress, had other ideas. Last week they passed a plan of their own. And here's what it does:

In exchange for a two-bit tax cut, literally about 25 cents a day per taxpayer, they will raise another \$100 billion in taxes. And they call that \$100 billion new revenues. And I have another word for it: your money. [Laughter]

No matter how the the Democrats try to dress it up, any economist can tell you the last thing we need right now is a \$100 billion tax hike. So if the Democrats in Congress want to send that bill to me, I've got a message for them: I will veto it, absolutely, positively, overnight.

No, the American people have had enough of the old tax-and-spend, and they want to get our economy back on track. And every day each one of you hears Federal Express airplanes flying overhead. To some people that might sound like noise, but it is music to my ears. It is the sound of an economy on the move, an economy that is worldwide. It is the sound of American ingenuity taking off.

Since I took office, it has been my responsibility to work for what is right for America. And I often go back, I expect we all do as families—and I wish Barbara Bush were with me to see this marvelous crowd today—we often go back to the simple ideal that in our case, that my parents taught me: Try your hardest, be honest, do you best. And let me tell you something: I'm not finished yet. I want your support for 4 more years to finish this job. And I say to the people of Tennessee, together we're going to make a change, a change that for once Congress will believe in you and give you values you believe in, give those values a real chance to work.

Thank you for your hard work, thank you all for this enthusiastic welcome and your continued support. And may God bless the greatest, freest country on the face of the Earth, the United States of America. Thank you so much.

Note: The President spoke at 2:35 p.m. at Memphis International Airport. In his remarks, he referred to Frederick W. Smith, chairman and chief executive officer of Federal Express. A tape was not available for verification of the content of these remarks.

WHITE HOUSE STAFFING MEMORANDUM

92 MAR 5 A 8:29

DATE: 3/4/92 ACTION/CONCURRENCE/COMMENT DUE BY: ---

PRESIDENTIAL REMARKS: FEDERAL EXPRESS

SUBJECT: MEMPHIS, TN - 3/5/92 - 2:30 pm

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SCOWCROFT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CALIO	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROLLINS	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SMITH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>YEUTTER</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>FINDLAY</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>KAUFMAN</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			BOSKIN		<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

The attached has been forwarded to the President.

RESPONSE:

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

THE WHITE HOUSE
WASHINGTON

92 MAR 4 P12:55

March 4, 1992

MEMORANDUM FOR THE PRESIDENT
THROUGH: DAVID DEMAREST *DD*
FROM: ANDY FERGUSON *AJ*
SUBJECT; FEDERAL EXPRESS; MEMPHIS, TENN.

On Thursday, March 5 at 2:30 p.m., you will address 7500 attendees, primarily Federal Express employees and their families, at a rally at the Federal Express hub in Memphis. Your remarks (14 minutes, teleprompter) focus on the ingenuity and competitive spirit of Federal Express, as well as how your plan will help the people of Tennessee.

NOTES: A "Fred-said" is when an employee is working on everyday tasks, and orders come down from Mr. Smith's office that something else needs to be done right away -- i.e. "Fred said to do this right away."

The "jump seat" is a reference to the extra seats on Federal Express flights. Employees can sign up for the jump seat, and fly anywhere in the world for free. It is a given that when you ride in the jump seat, you bring cookies for the pilot and staff.

The "bravo zulu" reference at the end is important because at Federal Express, it is the highest accolade one could give for a job well done.

(Ferguson\Aarhus)
March 4, 1992
Draft Three
FEDEX.2

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made America Number One in the world. And I know that with leaders like you, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. More than 6,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more missions than any other single civilian carrier. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You're satisfied with nothing short of excellence. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through here every day, en route to all parts of the globe. Memphis is

already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and, because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a short-term plan to strengthen the economy right now. And second, a longer-term plan to keep America growing strong for years to come. My plan

gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, Congress can't tie my hands on everything. I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear guidance: wherever possible they must speed up any regulations that encourage economic growth -- and scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first year, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.\\ \\ \\

We're going to energize our economy the same way. The days of over-regulation are just that -- over. \\ \\

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our wallets and tear apart our society. America won't find its way

out of this mess until we spend more time helping each other than we do suing each other. \\\

We must also reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor. \\\

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

The Democrats may incorporate a few attractive items in their bill -- but the final price tag is just too hard to swallow. Any economist can tell you: the last thing this

economy needs right now is a hundred billion dollar tax hike. \\
 So if the Democrats in Congress want to send their bill to me,
 I've got a message for them: I'll veto it -- absolutely,
positively, overnight.\\\\\\\\\\\\\\\\

The American people have had enough of the old game of tax
 and spend. They want to get our economy back on track.

Every day, each one of you hears Federal Express airplanes
 flying overhead. To some people that may sound like noise -- but
 it is music to my ears: it is the sound of an economy on the
 move, an economy that is world-wide: the sound of American
 ingenuity taking off.\\

Since I took office, it has been my responsibility to work
 for what is right for America. I often go back to the simple
 ideal my parents taught me: Try your hardest, and do your best.
 Well, let me tell you something -- I'm not finished yet. I want
your support for four more years. I say to the good people of
 Tennessee: together we are going to make a change -- a change so
that for once Congress will believe in you and give the values
you believe in a real chance to work. \\\\

Thank you for your hard work and continued support. Bravo
 zulu! May God bless you all.

#

FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

THANK YOU FOR THAT ENTHUSIASTIC WELCOME. AND
THANK YOU, HOWARD BAKER, FOR THE GENEROUS INTRODUCTION.
CONGRESSMAN DON SUNDQUIST -- ALWAYS GLAD TO SEE YOU.

((I'M DELIGHTED TO BE HERE AT FEDERAL EXPRESS, A
1990 MALCOLM BALDRIDGE QUALITY AWARD WINNER. MY STAFF
TOLD ME THEY WEREN'T SURE THEY COULD FIT THIS STOP IN
OUR SCHEDULE, BUT WHEN I HEARD IT WAS A "FRED-SAID," I
KNEW WE HAD TO DO IT, AND FAST!))

((YOU KNOW, FRED SMITH HAS ALWAYS BEEN VERY
GENEROUS. FRED, IT'S GOOD TO KNOW THAT IF AIR FORCE ONE
EVER HAS A PROBLEM, I CAN ALWAYS RIDE IN THE "JUMP
SEAT." I JUST HOPE I DON'T FORGET THE COOKIES.))

((THE PEOPLE OF MEMPHIS -- INDEED ALL AMERICANS --
FACE A MOMENTOUS DECISION THIS YEAR. I WOULD NEVER
PRESUME TO TELL YOU HOW TO VOTE. IT MUST BE BETWEEN
YOU AND YOUR CONSCIENCE WHICH ELVIS SHOULD BE ON THE
POSTAGE STAMP.))

IT IS A DELIGHT TO BE IN THIS GREAT STATE, BECAUSE THE PEOPLE OF TENNESSEE BELIEVE IN BIG THINGS. WE AGREE ON THE VALUES THAT ARE CLOSEST TO OUR HEARTS. I'M TALKING ABOUT JOB SECURITY. I'M TALKING ABOUT FAMILY. I'M TALKING ABOUT WORLD PEACE, FOR US, FOR OUR CHILDREN, AND FOR OUR FAMILIES FOR GENERATIONS TO COME.

I AM HERE TODAY, BECAUSE PEOPLE IN MEMPHIS, AS WELL AS PEOPLE AT FEDERAL EXPRESS, EMBODY THE VALUES THAT HAVE MADE AMERICA NUMBER ONE IN THE WORLD. AND I KNOW THAT WITH LEADERS LIKE YOU, AMERICA WILL STAY NUMBER ONE.

YOU DON'T SHRINK FROM A CHALLENGE, WHETHER IN THE MARKETPLACE OR IN THE WORLD AT LARGE. THINK BACK A YEAR AGO, TO OPERATION DESERT STORM: AMERICA FACED A GREAT CHALLENGE THEN, AND TENNESSEE MET IT PROUDLY. MORE THAN 6,000 TENNESSEANS SERVED THEIR COUNTRY AS RESERVISTS OR MEMBERS OF THE NATIONAL GUARD. AND FED EX FLEW MORE MISSIONS THAN ANY OTHER SINGLE CIVILIAN CARRIER. BELIEVE ME, THAT'S A CONTRIBUTION AMERICA WON'T SOON FORGET.

WHAT MAKES THIS CITY, THIS STATE, AND THIS COMPANY SO SUCCESSFUL? IT'S NOT HARD TO FIGURE OUT. LOOK CLOSELY AT WHAT HAPPENS RIGHT HERE AT FEDERAL EXPRESS. YOU SEEK OUT NEW TECHNOLOGIES AND MAKE THEM WORK. YOU SEE JOB TRAINING NOT AS A ONE-SHOT DEAL BUT AS AN ON-GOING PROCESS. YOU SET HIGH STANDARDS, CONSTANTLY ASKING MORE OF YOURSELVES AND YOUR CO-WORKERS. YOU'RE SATISFIED WITH NOTHING SHORT OF EXCELLENCE. YOU ENCOURAGE INNOVATION. THAT'S WHAT BEING COMPETITIVE IS ALL ABOUT.

THE KEY TO SUCCESS IS COMPETITIVENESS. FOR SOME, "COMPETITIVENESS" IS JUST THIS YEAR'S POLITICAL BUZZ WORD. HERE IN MEMPHIS, IT'S A REALITY. COMPETITIVENESS IS YOUR KEY TO LEADERSHIP.

COMPANIES LIKE FEDERAL EXPRESS UNDERSTAND A CENTRAL TRUTH ABOUT AMERICA: IF WE ARE TO SUCCEED ECONOMICALLY AT HOME, WE MUST LEAD ECONOMICALLY ABROAD. HERE AT FED EX THAT'S JUST COMMON SENSE. MORE THAN ONE-AND-A-HALF-MILLION PACKAGES PASS THROUGH HERE EVERY DAY, EN ROUTE TO ALL PARTS OF THE GLOBE. MEMPHIS IS ALREADY "AMERICA'S DISTRIBUTION CENTER," AND NOW YOU'RE BECOMING THE WORLD'S. THAT MEANS ECONOMIC OPPORTUNITY. IT MEANS JOBS.

SOME PEOPLE CAN'T SEEM TO UNDERSTAND THIS. THEY SEE THE CHALLENGES OF THE GLOBAL ECONOMY AND THEY SAY: LET'S DRAW THE BLINDS, BOLT THE DOORS AND MAYBE THE WORLD WILL GO AWAY. THEY PUSH PROTECTIONISM -- AN UGLY WORD THAT REALLY MEANS SURRENDER. DON'T BE FOOLED BY THE TOUGH TALK AND THE PATRIOTIC BLUSTER. PROTECTIONISM COMES FROM FEAR -- FEAR THAT AMERICANS CAN'T COMPETE - - FEAR THAT AMERICANS HAVE NO IDEAS, NO FORESIGHT -- FEAR THAT AMERICA CAN NO LONGER LEAD.

LET THOSE SKEPTICS COME TO MEMPHIS; LET THEM COME TO FEDERAL EXPRESS AND SEE WHAT IT'S REALLY ALL ABOUT. MAYBE THEN THEY'LL UNDERSTAND WHAT YOU AND I ALREADY KNOW: AMERICANS CAN OUT-THINK, OUT-PERFORM AND OUT-PRODUCE ANYBODY IN THE WORLD.

NEVER IN THIS COUNTRY'S HISTORY HAVE AMERICANS TURNED THEIR BACKS ON A CHALLENGE. WE DON'T RUN AND HIDE -- WE COMPETE. AS LONG AS I AM PRESIDENT, WE WILL CONTINUE TO COMPETE -- I DO NOT BELIEVE IN PROTECTIONISM. I DO NOT BELIEVE IN ISOLATIONISM.

YES, WE'VE GOT WORK TO DO TO KEEP AMERICA ON TOP. OUR BIGGEST CHALLENGE, MY FIRST PRIORITY, IS TO GET THIS ECONOMY MOVING TO CREATE AND PRESERVE AMERICAN JOBS.

IN MY STATE OF THE UNION ADDRESS IN JANUARY, I LAID OUT MY TWO-PART PLAN FOR ECONOMIC RECOVERY -- FIRST: A SHORT-TERM PLAN TO STRENGTHEN THE ECONOMY RIGHT NOW. AND SECOND, A LONGER-TERM PLAN TO KEEP AMERICA GROWING STRONG FOR YEARS TO COME. MY PLAN GETS BUSINESS MOVING AGAIN, HIRING AGAIN. IT GETS THE HOUSING MARKET BACK ON ITS FEET WITH A \$5,000 TAX CREDIT FOR FIRST-TIME HOMEBUYERS -- COMMON SENSE PROPOSALS TO GET PEOPLE BUYING HOMES, AND BUILDING HOMES.

FORTUNATELY, CONGRESS CAN'T TIE MY HANDS ON EVERYTHING. I'VE BEEN ABLE TO TAKE SOME STEPS ON MY OWN. FOR EXAMPLE, I'VE PUT A 90-DAY FREEZE ON NEW GOVERNMENT REGULATIONS SO THAT ALL MAJOR CABINET DEPARTMENTS AND AGENCIES CAN CONDUCT A TOP-TO-BOTTOM REVIEW. I'VE GIVEN THEM CLEAR GUIDANCE: WHEREVER POSSIBLE THEY MUST SPEED UP ANY REGULATIONS THAT ENCOURAGE ECONOMIC GROWTH -- AND SCRAP REGULATIONS THAT RESTRICT ECONOMIC GROWTH.

OVER-REGULATION ROBS THE INVENTIVENESS AND RISK-TAKING THE ECONOMY NEEDS TO GROW. YOU ALL UNDERSTAND THAT BETTER THAN ANYBODY. FOR THE FIRST YEAR, FED EX RAN ITS BUSINESS WITH 32 SMALL PLANES. ANY FURTHER EXPANSION WAS INHIBITED BY AIR CARGO REGULATIONS. DEREGULATION ALLOWED FEDERAL EXPRESS TO BUY MORE PLANES -- LARGER PLANES -- FOR TRANSPORT, AND LITERALLY, FEDERAL EXPRESS TOOK OFF.\ \ \ \

WE'RE GOING TO ENERGIZE OUR ECONOMY THE SAME WAY. THE DAYS OF OVER-REGULATION ARE JUST THAT -- OVER. \ \ \

THAT MEANS REFORMING OUR LEGAL SYSTEM, TOO. WHEN PARENTS WON'T COACH LITTLE LEAGUE FOR FEAR OF BEING SLAPPED WITH A LIABILITY LAWSUIT, AND DOCTORS STOP DELIVERING BABIES FOR FEAR OF A MALPRACTICE SUIT -- THERE'S SOMETHING WRONG. THAT'S WHY I SENT A BILL TO CONGRESS TO STOP THE FRIVOLOUS LAWSUITS THAT DRAIN OUR WALLETS AND TEAR APART OUR SOCIETY. AMERICA WON'T FIND ITS WAY OUT OF THIS MESS UNTIL WE SPEND MORE TIME HELPING EACH OTHER THAN WE DO SUING EACH OTHER. \\\

WE MUST ALSO REFORM OUR HEALTH CARE SYSTEM. ANYONE WHO'S HAD EVEN A CHECK-UP KNOWS THAT MEDICAL COSTS ARE GOING THROUGH THE ROOF. I BELIEVE ALL AMERICANS DESERVE QUALITY HEALTH CARE. HOWEVER, TOO MANY FAMILIES GO WITHOUT HEALTH CARE COVERAGE. MY PLAN FOCUSES ON OPENING UP ACCESS TO HEALTH CARE TO ALL AMERICANS -- RICH OR POOR. SOME WANT TO TAKE US DOWN THE ROAD OF NATIONALIZED HEALTH CARE. I THINK YOU AND I BOTH KNOW NATIONALIZED HEALTH CARE, WHERE GOVERNMENT MAKES ALL DECISIONS, WOULD BE A NATIONAL DISASTER. I SAY TO CONGRESS: THE AMERICAN PEOPLE NEED YOUR HELP -- NOW IS NOT THE TIME FOR GOVERNMENT TO PLAY DOCTOR.

\\ \\ \\ \\

I KNOW THAT CONGRESS CAN BE A LITTLE SLOW DOING THINGS. ((LIKE THE GUYS THAT TAKE AN HOUR-AND-A-HALF JUST TO WATCH "60 MINUTES.")) SO I GAVE THEM A DEADLINE -- MARCH 20 -- TO ENACT MY SHORT-TERM PLAN. UNFORTUNATELY FOR THE AMERICAN PEOPLE, THE DEMOCRATS IN CONGRESS HAD OTHER IDEAS.

EVERY DAY, EACH ONE OF YOU HEARS FEDERAL EXPRESS AIRPLANES FLYING OVERHEAD. TO SOME PEOPLE THAT MAY SOUND LIKE NOISE -- BUT IT IS MUSIC TO MY EARS: IT IS THE SOUND OF AN ECONOMY ON THE MOVE, AN ECONOMY THAT IS WORLD-WIDE: THE SOUND OF AMERICAN INGENUITY TAKING OFF. \ \

SINCE I TOOK OFFICE, IT HAS BEEN MY RESPONSIBILITY TO WORK FOR WHAT IS RIGHT FOR AMERICA. I OFTEN GO BACK TO THE SIMPLE IDEAL MY PARENTS TAUGHT ME: TRY YOUR HARDEST, AND DO YOUR BEST. WELL, LET ME TELL YOU SOMETHING -- I'M NOT FINISHED YET. I WANT YOUR SUPPORT FOR FOUR MORE YEARS. I SAY TO THE GOOD PEOPLE OF TENNESSEE: TOGETHER WE ARE GOING TO MAKE A CHANGE -- A CHANGE SO THAT FOR ONCE CONGRESS WILL BELIEVE IN YOU AND GIVE THE VALUES YOU BELIEVE IN A REAL CHANCE TO WORK. \ \ \ \

THANK YOU FOR YOUR HARD WORK AND CONTINUED SUPPORT.
MAY GOD BLESS YOU ALL.

#

THE WHITE HOUSE
WASHINGTON

March 4, 1992

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST
FROM: ANDY FERGUSON ^{aj}
SUBJECT; FEDERAL EXPRESS; MEMPHIS, TENN.

On Thursday, March 5 at 2:30 p.m., you will address 7500 attendees, primarily Federal Express employees and their families, at a rally at the Federal Express hub in Memphis. Your remarks (14 minutes, teleprompter) focus on the ingenuity and competitive spirit of Federal Express, as well as how your plan will help the people of Tennessee.

NOTES: A "Fred-said" is when an employee is working on everyday tasks, and orders come down from Mr. Smith's office that something else needs to be done right away -- i.e. "Fred said to do this right away."

The "jump seat" is a reference to the extra seats on Federal Express flights. Employees can sign up for the jump seat, and fly anywhere in the world for free. It is a given that when you ride in the jump seat, you bring cookies for the pilot and staff.

The "bravo zulu" reference at the end is important because at Federal Express, it is the highest accolade one could give for a job well done.

(Ferguson\Aarhus)
March 4, 1992
Draft Three
FEDEX.2

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made America Number One in the world. And I know that with leaders like you, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. More than 6,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more missions than any other single civilian carrier. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You're satisfied with nothing short of excellence. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through here every day, en route to all parts of the globe. Memphis is

already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and, because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a short-term plan to strengthen the economy right now. And second, a longer-term plan to keep America growing strong for years to come. My plan

gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, Congress can't tie my hands on everything. I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear guidance: wherever possible they must speed up any regulations that encourage economic growth -- and scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first year, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.\\ \\ \\

We're going to energize our economy the same way. The days of over-regulation are just that -- over. \\ \\

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our wallets and tear apart our society. America won't find its way

out of this mess until we spend more time helping each other than we do suing each other. \\\

We must also reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor. \\\

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

The Democrats may incorporate a few attractive items in their bill -- but the final price tag is just too hard to swallow. Any economist can tell you: the last thing this

economy needs right now is a hundred billion dollar tax hike. \\
 So if the Democrats in Congress want to send their bill to me,
 I've got a message for them: I'll veto it -- absolutely,
positively, overnight. \\ \\ \\ \\ \\ \\ \\ \\

The American people have had enough of the old game of tax
 and spend. They want to get our economy back on track.

Every day, each one of you hears Federal Express airplanes
 flying overhead. To some people that may sound like noise -- but
 it is music to my ears: it is the sound of an economy on the
 move, an economy that is world-wide: the sound of American
 ingenuity taking off. \\

Since I took office, it has been my responsibility to work
 for what is right for America. I often go back to the simple
 ideal my parents taught me: Try your hardest, and do your best.
 Well, let me tell you something -- I'm not finished yet. I want
your support for four more years. I say to the good people of
 Tennessee: together we are going to make a change -- a change so
that for once Congress will believe in you and give the values
you believe in a real chance to work. \\ \\ \\

Thank you for your hard work and continued support. Bravo
 zulu! May God bless you all.

#

March 4, 1992

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAVID DEMAREST ~~AA~~
FROM: ANDY FERGUSON
SUBJECT; FEDERAL EXPRESS; MEMPHIS, TENN.

On Thursday, March 5 at 2:30 p.m., you will address 7500 attendees, primarily Federal Express employees and their families, at a rally at the Federal Express hub in Memphis. Your remarks (14 minutes, teleprompter) focus on the ingenuity and competitive spirit of Federal Express, as well as how your plan will help the people of Tennessee.

NOTES: A "Fred-said" is when an employee is working on everyday tasks, and orders come down from Mr. Smith's office that something else needs to be done right away -- i.e. "Fred said to do this right away."

The "jump seat" is a reference to the extra seats on Federal Express flights. Employees can sign up for the jump seat, and fly anywhere in the world for free. It is a given that when you ride in the jump seat, you bring cookies for the pilot and staff.

The "bravo zulu" reference at the end is important because at Federal Express, it is the highest accolade one could give for a job well done.

(Ferguson\Aarhus)
March 4, 1992
Draft Three
FEDEX.2

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made America Number One in the world. And I know that with leaders like you, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. More than 6,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more missions than any other single civilian carrier. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You're satisfied with nothing short of excellence. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some[^], "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through here every day, en route to all parts of the globe. Memphis is

already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and, because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs. (

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a short-term plan to strengthen the economy right now. And second, a longer-term plan to keep America growing strong for years to come. My plan

gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, Congress can't tie my hands on everything. I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear guidance: wherever possible they must speed up any regulations that encourage economic growth -- and scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first year, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.\\ \\ \\

We're going to energize our economy the same way. The days of over-regulation are just that -- over. \\ \\

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our wallets and tear apart our society. America won't find its way

out of this mess until we spend more time helping each other than we do suing each other. \\\

We must also reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor. \\\

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

The Democrats may incorporate a few attractive items in their bill -- but the final price tag is just too hard to swallow. Any economist can tell you: the last thing this

economy needs right now is a hundred billion dollar tax hike. \\

So if the Democrats in Congress want to send their bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\ \\ \\ \\ \\ \\ \\ \\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

Every day, each one of you hears Federal Express airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off. \\

Since I took office, it has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work. \\ \\ \\

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

1652

Document No. 31249855

92 MAR 3
P5: 29

WHITE HOUSE STAFFING MEMORANDUM



DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00 am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS

SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

BOSKIN

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thank you.

RESPONSE:

March 5, 1992

TO: DAN MCGROARTY

NSC concurs with the attached.

Brent Scowcroft

cc: Phillip Brady

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

32 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more than half this country's non-logistic military fights. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack up tax rates on every American

making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.

And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight.\\\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

Since I took office, It has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00 am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS

SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE <i>w/ POTUS</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Tim Deed</i> <i>4/85 (w/c)</i> SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Jan Shorn 2/27</i> GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY <i>N/C</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
			BOSKIN <i>N/C</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

REMARKS:

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thank you.

RESPONSE:

MASTER

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

92 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more ^{cargo missions than any other single carrier.} (than half this country's non-logistic military flights). Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack up tax rates on every American

per
Calvo

making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.

→ And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

→ Since I took office, ~~it~~ has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

Document No. 31249855

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>
			BOSKIN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

REMARKS:

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thankyou.

RESPONSE:

- Senate - ok
- Pg 4 + 5 - Comments - AB

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

(Ferguson\Aarhus)

March 2, 1992

Draft Two

FEDEX.2

32 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

2

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more than half this country's non-logistic military flights. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

3

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

~~I have it held out for Congress to take~~
Fortunately, I've been able to take some steps on my own.

For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our

*See
Congress
- Act file
my hands
in everything*



5

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

X [They call the \$100 billion "new revenues." I have another name for it: your money.

[And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack-up tax rates on every American

(Use New Language. Calligave to Democrat -)

Economists are

~~making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.~~

a prosperity like
And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\\\\\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

Since I took office, It has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

attractive
items

They may incorporate some
good things in that
bill -

but the price tag

is ^{\$}100 B. dollars...

THE WHITE HOUSE

WASHINGTON

March 3, 1992

MEMORANDUM FOR DAN MCGROARTY

FROM: ROGER B. PORTER *RBP*

SUBJECT: Presidential Remarks: Federal Express

We have reviewed the attached remarks and have noted several suggested changes on the draft.

Please let us know if you have any questions or if we may help in any other way.

cc: Phillip D. Brady

92 MAR 4 49:12

JMH

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00am

SUBJECT: PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS: BOSKIN

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thank you.

RESPONSE:

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

02 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about ^{WORKING HARD AT} ~~job~~ _{A GOOD JOB.} ~~security~~. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

✓ America Number One in the world. And I know that ~~if the rest of~~
 WITH LEADERS LIKE YOU
~~us follow your lead,~~ America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more than half this country's non-logistic military fights. Believe me, that's a contribution America won't soon forget.

X [↑] What makes this city, this state, and this company so successful? [It's not hard to figure out.] ~~Look closely at what~~
~~happens right here at Federal Express.~~ TO YOUR ADVANTAGE. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly DEMANDING EXCELLENCE FROM asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

ADD The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

X Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common KNOWLEDGE.
~~sense.~~ More than one-and-a-half-million packages pass through

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. ~~Well, there's one word~~
~~for that kind of fear: Baloney.~~

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business ~~moving~~ ^{GROWING} again, hiring again. It ~~gets~~ ^{STRENGTHENS} the housing market ~~back on its feet~~ ^g with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to ~~keep giving~~ ^{TEMPORARILY PROVIDE} a quarter a day to Americans taxpayers ~~permanently~~, they need to jack up tax rates ^{*} on every American

DO WE WANT TO DISTINGUISH HOUSE / SENATE ?
DRE
SET
CALO

PERMANENTLY →

making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.

And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

Since I took office, ~~It~~ has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

92 MAR 4 All: 58

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
 SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>
			BOSKIN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

REMARKS:

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thank you.

RESPONSE:

OK DS

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

02 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments] *SP*

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more than half this country's non-logistic military fights. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs.

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit -- there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. I believe all Americans deserve quality health care. However, too many families go without health care coverage. My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack up tax rates on every American

making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.

And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

Since I took office, it has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

WHITE HOUSE STAFFING MEMORANDUM

12 MAR 4 11:32

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS

SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

BOSKIN ✓

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thankyou.

RESPONSE:

Please see comments.

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

32 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more than half this country's non-logistic military fights. Believe me, that's a contribution America won't soon forget.

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs. *I want all Americans to have meaningful employment opportunities and hope of economic advancement.*

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit *and people stop volunteering to help others --* there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our



wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. ~~I believe~~ ^{Although} all Americans deserve quality health care, ~~However, too many families go without health care coverage.~~ My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack up tax rates on every American

making more than \$35,000 a year. That's right: \$35,000. This from the political party that wants to sock it to the rich and placate the middle class. I don't call someone making \$35,000 a year rich -- I call them middle class voters who want the Congress to stop raising taxes.

And if the Democrats in Congress want to send that bill to me, I've got a message for them: I'll veto it -- absolutely, positively, overnight. \\\\\\\\\\\\\\\

The American people have had enough of the old game of tax and spend. They want to get our economy back on track.

I'm sure you all have been hearing the airplanes flying overhead. To some people that may sound like noise -- but it is music to my ears: it is the sound of an economy on the move, an economy that is world-wide: the sound of American ingenuity taking off.

Since I took office, It has been my responsibility to work for what is right for America. I often go back to the simple ideal my parents taught me: Try your hardest, and do your best. Well, let me tell you something -- I'm not finished yet. I want your support for four more years. I say to the good people of Tennessee: together we are going to make a change -- a change so that for once Congress will believe in you and give the values you believe in a real chance to work.

Thank you for your hard work and continued support. Bravo zulu! May God bless you all.

#

Document No. 31249855

WHITE HOUSE STAFFING MEMORANDUM

DATE: 3/3/92 ACTION/CONCURRENCE/COMMENT DUE BY: WED. 3/4/92 11:00am

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
 SUBJECT: THURSDAY, MARCH 5, 1992 - MEMPHIS

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCBRIDE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOORE	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DARMAN	<input type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CALIO	<input checked="" type="checkbox"/>	<input type="checkbox"/>	ROLLINS	<input checked="" type="checkbox"/>	<input type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	YEUTTER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	KAUFMAN	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			MCGROARTY		<input checked="" type="checkbox"/>

REMARKS:

BOSKIN ✓

Please forward your comments directly to Dan McGroarty, Rm 122, x2930, no later than 11:00 am, WED, MARCH 4, with a copy to this office. Thankyou.

RESPONSE:

See comments

PHILLIP D. BRADY
 Assistant to the President
 and Staff Secretary
 Ext. 2702

(Ferguson\Aarhus)
March 2, 1992
Draft Two
FEDEX.2

32 MAR 3 P3:52

PRESIDENTIAL REMARKS: FEDERAL EXPRESS
THURSDAY, MARCH 5, 1992
MEMPHIS, TENNESSEE

[Acknowledgments]

((I'm delighted to be here at Federal Express, a 1990 Malcolm Baldrige Quality Award winner. My staff told me they weren't sure they could fit this stop in our schedule, but when I heard it was a "Fred-said," I knew we had to do it, and fast!))

((You know, Fred Smith has always been very generous to me. Fred, it's good to know that if Air Force One ever has a problem, I can always ride in the "jump seat." I just hope I don't forget the cookies.))

((The people of Memphis -- indeed all Americans -- face a momentous decision this year. I would never presume to tell you how to vote. It must be between you and your conscience which Elvis should be on the postage stamp.))

It is a delight to be in this great state, because the people of Tennessee believe in some big issues. We agree on the values that are closest to our hearts. I'm talking about job security. I'm talking about family. I'm talking about world peace, for us, for our children, and for our families for generations to come.

I am here today, because people in Memphis, as well as people at Federal Express, embody the values that have made

2

America Number One in the world. And I know that if the rest of us follow your lead, America will stay Number One.

You don't shrink from a challenge, whether in the marketplace or in the world at large. Think back a year ago, to Operation Desert Storm: America faced a great challenge then, and Tennessee met it proudly. Nearly 7,000 Tennesseans served their country as Reservists or Members of the National Guard. And Fed Ex flew more ^{cargo missions than any other single carrier.} ~~than half this country's non-logistic~~ ~~military fights.~~ Believe me, that's a contribution America won't soon forget. *Forward X4659*

What makes this city, this state, and this company so successful? It's not hard to figure out. Look closely at what happens right here at Federal Express. You seek out new technologies and make them work. You see job training not as a one-shot deal but as an on-going process. You set high standards, constantly asking more of yourselves and your co-workers. You encourage innovation. That's what being competitive is all about.

The key to success is competitiveness. For some, "competitiveness" is just this year's political buzz word. Here in Memphis, it's a reality. Competitiveness is your key to leadership.

Companies like Federal Express understand a central truth about America: If we are to succeed economically at home, we must lead economically abroad. Here at Fed Ex that's just common sense. More than one-and-a-half-million packages pass through

3

here every day, en route to all parts of the globe. Memphis is already "America's distribution center," and now you're becoming the world's. That means economic opportunity. It means jobs.

Believe it or not, some people haven't gotten the message. They see the challenges of the global economy and they say: Let's draw the blinds, bolt the doors and maybe the world will go away.

They push protectionism -- an ugly word that really means surrender. Don't be fooled by the tough talk and the patriotic bluster. Protectionism comes from fear -- fear that Americans can't compete -- fear that Americans have no ideas, no foresight -- fear that America can no longer lead. Well, there's one word for that kind of fear: Baloney.

Let those skeptics come to Memphis; let them come to Federal Express and see what it's really all about. Maybe then they'll understand what you and I already know: Americans can out-think, out-perform and out-produce anybody in the world.

Never in this country's history have Americans turned their backs on a challenge. We don't run and hide -- we compete. And we will continue to compete -- and because Americans accept nothing but the best, we will win.

Yes, we've got work to do to keep America on top. My first priority is to get this economy moving to create and preserve American jobs. *I want all Americans to have meaningful employment opportunities and hope of economic advancement.*

In my State of the Union address in January, I laid out my two-part plan for economic recovery -- first: a seven-point plan to strengthen the economy right now. And second, a longer-term

NO.

4

plan to keep America growing strong for years to come. My plan gets business moving again, hiring again. It gets the housing market back on its feet with a \$5,000 tax credit for first-time homebuyers -- common sense proposals to get people buying homes, and building homes.

Fortunately, I've been able to take some steps on my own. For example, I've put a 90-day hold on new government regulations so that all major Cabinet departments and agencies can conduct a top-to-bottom review. I've given them clear instructions: wherever possible they must speed up any regulations that encourage economic growth; and they must scrap regulations that restrict economic growth.

Over-regulation robs the inventiveness and risk-taking the economy needs to grow. You all understand that better than anybody. For the first few years, Fed Ex ran its business with 32 small planes. Any further expansion was inhibited by air cargo regulations. Deregulation allowed Federal Express to buy more planes -- larger planes -- for transport, and literally, Federal Express took off.

We're going to energize our economy the same way. The days of over-regulation are just that -- over.

That means reforming our legal system, too. When parents won't coach Little League for fear of being slapped with a liability lawsuit, and doctors stop delivering babies for fear of a malpractice suit ^{and people stop volunteering to help others --} there's something wrong. That's why I sent a bill to Congress to stop the frivolous lawsuits that drain our



5

wallets and tear apart our society. America won't find its way out of this mess until we spend more time helping each other than we do suing each other.

We also must reform our health care system. Anyone who's had even a check-up knows that medical costs are going through the roof. *Although* ~~I believe~~ all Americans deserve quality health care, ~~however, too many families go without health care coverage.~~ My plan focuses on opening up access to health care to all Americans -- rich or poor. Some want to take us down the road of nationalized health care. I think you and I both know nationalized health care would be a national disaster. I say to Congress: The American people need your help -- now is not the time for government to play doctor.

NO

I know that Congress can be a little slow doing things. ((Like the guys that take an hour-and-a-half just to watch "60 Minutes.")) So I gave them a deadline -- March 20 -- to enact my short-term plan. Unfortunately for the American people, the Democrats in Congress had other ideas.

Last week, they passed a plan of their own. Here's what it does: in exchange for an two-bit tax cut -- literally about 25 cents a day per taxpayer -- they will raise another \$100 billion in taxes.

They call the \$100 billion "new revenues." I have another name for it: your money.

And to keep giving a quarter a day to Americans taxpayers permanently, they need to jack up tax rates on every American