

Jim Greenwood (R/PA)
October 16-18, 1998
Itinerary

Saturday, October 17, 1998

- 9:00 a.m. Breakfast fund-raiser for State Representative Paul Clymer in Quakertown.
- 11:00 a.m. Greenwood meeting with local supporters and GOP activists.
- 12:30 p.m. Shopping center in Quakertown, ACME on Rt. 309.
- 2:00 p.m. Shopping center Perkasie, (Clemens & Torrey)

Sunday, October 18, 1998

- 11:00 a.m. Newtown area GOP brunch at II Sol in Newtown.
- 12:30 p.m. Champaign brunch to benefit Greenwood for Congress at the home of Cathy and Bob Needle in Ivyland.
- 3:00 p.m. Grand opening of Silverdale Elementary School, flag presentation.
- 4:00 p.m. Lower Makefield GOP Candidate's Fund-raiser with special guest, PA Attorney General Mike Fisher at the home of Helen Bosley and Buzz Dewey in Yardley.
- 7:00 p.m. Sierra Club dinner honoring Congressman Greenwood with National President Chuck McGrady of North Carolina.

Greenwood (R/PA) October 1998-1

PE Sierra placed & symposium -
Intellectual like BC, but less dumb than to place
BC & Archimedes were stronger

Some like BC -
more dialogue
good mind
Very verbal -
lots of one on one
his can be very
thoughtful
thinker & legislator
more issue-oriented than BC
more indep than BC
but like him
re many

BC a one
man quote
59 more
help

my own sense of
"back to fifth" is
more new than
him/BC. Why?
Because he is
articulate speaker

Re 59 OBC
T caught up with
both the 117 win
T met BC in Pleasant Hill
T met 59 in more active
evening two for
back I separated BC
into 29 votes
put 59 in my
impact??

*BC + J
Birth and party work of
JG → 9/14/98
RC → Fall*

Jim Greenwood (R/PA) New Hope, October 16-18, 1998

- I flew in from Case Western (Cleveland), got a car and drove to New Hope (10/16). I am in a two-story cottage at the Wedgewood Inn--with a Republican history (!)
- Mike and two interns, Joanne Spicer (Temple) and Jennifer _____ (Grad student, Temple) picked me up and we joined Stephanie Fischer for a nice dinner. Tim LaPira drove the next day.
- Stephanie and Joanne picked me up the next day and went to a House of Representative's campaign breakfast in Quakertown (much patriotic singing).
- Jim came to our table ("Fenno's cult") to say "hi." I sat with him after his speech when he talked around the table with seven people (including the State Rep) and they covered the waterfront on issues.
- Then to two shopping centers--Quakertown and Perkasio--same as 1996. Even the store was the same in Perkasio. Lunch at Wendy's in-between. He calls this area "the most conservative part of my district." Which is probably why he does this kind of campaigning there. I should ask him if he picks the hard places for shopping center campaigning.
- First topic was "are you holding onto what you have or are you expanding your support?" "Very definitely, we are expanding. In 1994 and 1996, we mailed the hell out of the Republicans--and only the Republicans. Last time we sent five different pieces of literature, all to Republicans. We never did anything to court the Democrats. This year, the Democrats have put up their weakest candidate ever. He's raised about \$7,000, he's inarticulate, he's been suspected of involvement in scandal. He spent the first minute of his opening speech at our debate yesterday explaining why he was not a crook. If ever there was a year that a Democrat would consider voting for a Republican, this is the year. So this year we are mailing out five pieces of literature--to the Democrats and Independents. The first was on education. And we liked it so much we are going to send it to Republicans, too. The second one has an endorsement of me by a former Chairman of the Bucks County Democrats, a former Democratic County Commissioner, and other Democrats. They say, 'this one year, I'm voting for Jim

*Mailing
as subject
to house
has an ad
of history
in little
TV*

Greenwood (R/PA) October 1998-2

Greenwood.' We hope that if those Democrats vote for me once, it will change the pattern. This year, it is outreach--big time."

- "After the 1996 election, the Tuesday lunch group had a retreat, at the Library of Congress. We decided that we would demand of the Speaker that he give us a seat in the leadership group--that the party needed us, that they couldn't do anything without our support. He agreed to give us a seat and the CATS a seat. He wanted those two members to be on a rotating basis--three months at a time. At that point, I made what turned out to be a very strategic decision. I decided I wanted to be the first representative from our group to the leadership. I wrote a letter to every member stating my wish. When no one objected or contested it, I became the Tuesday group representative and Mark Souder was it for CATS.
- I got to know the Speaker and Dick Armey in that way. When they set up a leadership task force on planning, they put Bill Paxon in charge of it. He selected me, Souder and three others for his group. And the leadership just piled work on Paxon on all sorts of issues. He was overloaded.
- One day he said to me in desperation, 'Jim, you take over long-term planning.' Which I did; and I prepared reports on various party problems. When the revolt against the Speaker caused Paxon to be fired by the Speaker, I went to see him. I asked the Speaker if he was going to continue his task force on planning. He said, yes he was. And I said to him, 'Then I'm your man. I've been doing the long-term planning already.' He said, 'Well, I think you probably know enough to do the job.' So I went to each of the other members of the task force and asked for their support. I went last to Souder, so as not to stir things up among the conservatives. He agreed.
- When it was announced, all kinds of bad stuff began to fly. I was away at the beach, but people told me there was surprise and resentment. The Washington Times stirred it up by getting it all wrong. Their headline read, "Paxon out; Greenwood in." That was not accurate. In that position, I have had a great deal of advantageous exposure to others in the leadership and in the party, and I've had a lot of input in developing several issues."

Greenwood (R/PA) October 1998-3

- His title is Chairman of the Speaker's Planning Advisory Team."
- I began by asking him about district sentiment on impeachment. He recited the poll figures, 1/3, 1/3, 1/3. Then I asked him who the "thirds" were. He recited the poll again, 2/3 of "impeach" were Republicans, 3/4 of "drop it" were Democrats and rest were all over the lot."
- The poll was taken after the Starr Report, but before the Clinton video tape.
- He said, "I go to small town fairs and ask people, what do you think we ought to do about impeachment? The most conservative people in my district want him impeached. Sometimes you can guess what sentiment is because you know what certain people are like. But when I talked to the Northington Women's Club and I asked them their opinion, 3/4 of them said 'drop it.' I think a lot of people want him impeached, but they are also afraid of what will happen if we do it."
- "I think he will be impeached. Too many Republicans want him impeached and too few, if any, will stand against it. I'm not sure whether any of the moderates--people whose ethics and judgment I trust, like Tom Campbell and Jim Leach--will vote against it when the time comes. It's a runaway train and I don't know how we can stop it. My great fear is that the whole process will be driven by the right wing, and it will hurt the party terribly in the long run. It could cost us the Presidency in 2000."
- I said the GOP goal--and the only one--should be winning the Presidency in 2000. He agreed and is very pessimistic. I also said final judgment should be that "the system worked." He agreed, shook his head in some sorrow and frustration.
- "When I tell people my story--that he will be impeached, but that it will end there and he'll finish out his term--I find that most people are satisfied."
- I said open hearings would be a terrible mistake and he seemed to agree. He said (off the record) that he had heard a conversation in which DeLay was urging the full disclosure of the Starr stuff, "get it out, get it all out," and he thought Lindsey Graham and Bob Barr were expressing some doubts. This

Greenwood (R/PA) October 1998-4

was in context of his doubts that the Starr stuff should have been released without someone going over it--that a very conservative friend of his who wants Clinton out of there had protested the publication of all the Starr stuff.

- Jim says he spoke out in Republican conference: "Are you sure you want to put all this on the internet? Are you sure you want all this put out without having someone inspect it? Once it's out, it will be too late for second thoughts." Says he said this again on the floor: "Are you sure (you want to do this)?"
- Mike says Jim felt betrayed by friends on the Judiciary Committee who assured him that the Clinton tape "would be devastating and would put the nail in Clinton's coffin. They were so caught up in the fever, they had lost touch with reality."
- Jim said he thought "the entire impeachment drive is being run through Tom DeLay's office. That's where people like Gary Bauer and James Dobson get their leverage--through DeLay, and a little through Armev. But "people like Bauer and Dobson don't want to work things out or compromise. God tells them not to."
- "What John Linder and Dick Armev are really hoping for in this election is to add enough Republican seats so that they won't need us moderates any more. For me, a big victory would be the worst result." [Don't worry, Jim. It didn't.]
- *Jim will always have a pro-life primary opponent of some sort. His primary will always be more important than a general. And, Mike says, the incumbent fights a primary under the least favorable circumstances--harder to raise money, your candidate isn't there. They spent \$300,000 in their primary.
- Jim re impeachment: "I am not bringing it up anywhere." He means when he meets people. That's because he's convinced most people want it to go away. We agreed that a lot of this is that things are going pretty good now and people fear change of any kind. Impeachment is simply one more threat to tranquility. We talked a lot, and agreed on, the role of the media in exacerbating the problem--too many media outlets in competition, he said.

Greenwood (R/PA) October 1998-5

- Like McIntosh, his early reaction was to ask people what they thought about impeachment; after all, it was a new, very different issue; but now they tend to avoid it because it is divisive (esp. along party lines). But it did come up in every meeting except Sierra Club. He brought it up usually.

- Question re Advisory Group

- "The first thing I did was to talk with all the committee chairmen to find out what issues were coming up and what large issues were on the horizon. I got pages and pages of notes. Pete Kraus and I got together one day in December, went over what we had and distilled it down to eight issues or eight items--I'm not sure what we called them. We prepared a document and gave it to Newt. This was the time--from the 1996 election till the end of December when Newt went behind the moon. He was thinking about running for President, and I think he finally decided to leave the option open.

- The circumstance under which I heard from Newt was very funny. An old friend of mine called and wanted to get together. So he came over and we went out to have a glass of wine at a bar nearby. He had made a lot of money and met some wealthy people and was name dropping all during our conversation. I was there in my jeans and flannel shirt. If I had told the bartender I was a congressman, he'd have said, 'Sure, and I'm Santa Claus.' All of a sudden the phone rang, the bartender answered and came over and said, "Speaker Gingrich is on the phone and he wants to talk with you."

- He wanted to talk about the plan. He had looked at the eight ideas and he had decided we would have four ideas. He was making sure I knew who was the leader. His four themes were those around which, I think, he would like to run for the Presidency. They were his hopes for the future: drugs, retirement, education and reform. The planning group has spent long hours talking with Newt about these subjects, about planning and about training. He is at his best in those meetings, he loves to talk about ideas and the meetings always last longer than they should.

- Recently, we have talked more about training than anything. He is much influenced by the military, and in the military, everything is set down as doctrine. He wants to develop

Greenwood (R/PA) October 1998-6

doctrines for committees, for committee chairmen, for staff--and he wants to train people to follow certain routines. This is what the chairman does; this is what the staff does, and so forth. We got \$300,000 put in the budget--for each party--to use for training sessions with experts. We've taken on two more planning team members--Radonovich and McCollum--as leaders in training. Fundamentally, Newt wants to change the way Congress works, and he wants to do it by training."

- Members of advising team are Jim, Mark Souder, JoAnn Emerson, Mike Parker, Mike White, John Sununu and now Radonovich and McCollum.
- When I asked him what he had spent most time on in the 105th, "There was nothing in this Congress comparable to FDA in the last one. I guess I did 1,000 different things. Things like superfund in Commerce, an investigation on Peter Knight on government oversight, a juvenile justice initiative. And the planning team took a lot of my time."
- I asked him about "making your mark on the district." And I reminded him that earlier he had said that Kostmayer was a presence for a term and that his presence had waned in the second term. "What's it like now," I asked.
- "In our polls, my name recognition is now just about as high as you can get--99% or something like that. My job approval rating is 69%. So with respect to my 'favorables,' they are high and from that standpoint, I am doing fine.
- When Peter Kostmayer was the congressman, he would come home every weekend and do what I'm doing today--go from event to event to event. He did not have a family life, and did not see much of his children. He was a one-dimensional congressman. He went to every Eagle Scout installation--things like that. He was always organized. He was very liberal, more liberal than the district, but people loved him. Everywhere he went, people knew him.
- I don't do that. And I think a lot of people feel they don't have that personal contact with me that they would like and that they do not feel they know who I am. I don't go to Eagle Scout celebrations. I fight the schedule constantly. My staff always wants me to do more than I am willing to do. It's a battle. I won't blow a Saturday with my kids by getting up,

Greenwood (R/PA) October 1998-7

putting a suit and tie on and going somewhere. If I did, it would be my children who don't know who I am. It's a trade-off."

- * This is
a gut
reaction.
Put the
or a
character
in
the
1994
election
might
be
but
introduce
him?*
- Re trust, "From the day I began in political life, I have believed that in order to succeed, people have to have three opinions about you. First, they have to respect you. You gain respect by demonstrating competence, that you know what you are doing, that you know the issues, that you do your job well. Second, people have to like you. And that comes from the interpersonal relations you develop. Third, people have to trust you. People trust you when they say, "I wouldn't have voted the way he did. But if he voted that way, he must know something I don't know." I think you earn that trust by acting on principle in ways that are contrary to your own self interest." (For him, his PAC money stand is that key ingredient, but it is.?)

I noted that he didn't use "trust" often, but he didn't respond.

- I asked him if you can "use" trust once you have it. He said, "you can spend it" and went right into his ruminations on the impeachment vote. He went through some of the same ideas he expressed on the tapes I have--how it came about, how the Republicans got blamed, how it was put in their laps, how it is no win for him, what the scenario will be.
- "I dread that vote. I don't know how it will play out. But it is a no win vote. If I vote to impeach, half of my supporters, the moderate Republicans, will be mad at me for prosecuting the President and hurting the country. If I vote against impeachment, one-half of my supporters, the conservative Republicans, will be mad at me for letting that immoral man off the hook. The political calculation is that the moderates will be mad at me, but in time, they will forgive me. They will still think I'm better than any alternative. But my conservative supporters will not forgive me. They will say, "first abortion, then guns, now impeachment. We never liked that guy and this is the last straw." And they will come at me in a primary. That's the politics of it. I'm determined not to let the politics of it dictate my vote."
- *Whatever the case, he is going to vote for impeachment. And

Greenwood (R/PA) October 1998-8

one way or another, it is, in the end, a political vote (i.e., sticking with the party or defending against a primary). It may be that impeachment, for his moderates, is not as important to them as the subject is for his conservatives. I think that it's a nice case of trust. He can get away with a vote to impeach because his moderates trust him--based on his past performance on other issues. He can't get away with a vote not to impeach because his conservatives do not trust him. He has no cushion with them, no leeway. But, he also has to vote for impeachment or he will stick out against his party. And that would ruin his career in the party. He told me in conversation that he'd be interested to see how Campbell and Leach behaved. But the word he used all weekend was inevitability, i.e., "there's an inevitability about the whole thing; and he will be impeached by a vote that is largely partisan." I think he sees himself as an inevitable, pro-impeachment vote. One part of him would like to vote against impeachment. But the realistic side of him knows that it is "inevitable" for him to. Partisanship alone makes it inevitable. And so, in reality, does the politics of it. The idea that he can avoid the politics of it is a wishful statement of principle in which "principle" really can't be defined. There is no "principled" vote available here. There is "principle" on both sides--just different principles. Jim is satisfied that impeachment--followed by nothing--is appropriate to the offense to a degree that will "satisfy" people. He says, "When I play out my story of how I think it will end, people seem satisfied."

- DM
fig
cont
- When I tried out my idea that people feared change more than impeachment--that impeachment made people feel nervous at a time when things were going pretty well for people; and that's why they wanted it to go away. He said he agreed. "When you're inside the machine, you lose sight of larger trends that are developing outside. We are so intent on holding hearings, going to committees, voting on the floor, processing things, working the process, we can lose touch if we aren't careful."
 - When I asked about employment, he cited people he had dinner with--one owned a company that coats propeller blades and one had a landscape business. They both paid \$11.00/hr. And neither one could find workers. "Anybody who wants to work can find a job in Bucks County."

Greenwood (R/PA) October 1998-9

- On the Penn State project that occupies part of the old Navy base, "It is nice to have Penn State come in for the association, for the hi-tech tone of their research. But it was no help in terms of jobs."
- "As bitter as my campaign against Kostmayer was--and it was bitter--he was the only opponent of mine, out of 22, who called my headquarters on election night to congratulate me. 'Jim, you had a helluva come-from-behind campaign.'"
- His campaigners are targeting Democrats this year for the first time. As I thought about it, it seems to me quite likely that the impeachment issue will make it harder for them to win over Democrats and, thus, will thwart their 70% goal. The idea is that the impeachment issue has the effect of hardening Democratic identification with and support for Clinton, and that hardening will, in turn, make them more resistant to Jim's message.
- When I suggested that to Jim, he agreed. "Yes, and we might even hurt ourselves with the mailing in which important Democrats declare their support for me."
- When I suggested it to Mike, he wouldn't buy it. He said, "All politics is local. We have five mailings going out to the Democrats. Our opponent may have--I say 'may have'--one. All the Republicans will win this year--governor, senator, congressman. The others will be on the ballot fight and they will help Jim. The Republican message will get through to the Democrats."
- I reminded him that I had been to Lower Makefield before (I met at least two people I had met before, Janet Smith and Mc something) and I asked him if he still considered it a stronghold. "Yes, but even here the Xian Coalition is beginning to make in-roads by taking over the party committees. There is a lot of change taking place. I have represented Newtown, where we were this morning, for 18 years, going back to my days in the Assembly. But it is growing so fast that there are areas in town I could walk through where nobody knows who I am. The primary in 1996--when Ligonfelter got 40% against me, made me understand how many people there were who had just arrived and did not know who I was."
- Armey asked Jim to head up an east-west environmental task

Greenwood (R/PA) October 1998-10

force to look ahead to see what issues are coming up and how the party might deal with them.

- In this context, he goes to Alaska to look at a controversy where a road goes through the Alaska wilderness. Comes back and asks his secretary to set up meeting with Don Young (Chairman of House ^{Nat'l} Resources Committee) to talk about it. Young comes up to him on floor. "Who the hell do you think you are! I heard you were up in Alaska looking at" "I was hoping we could get together." "Well, I'm not going to do it, god damn it." "Well, it's your call, Don." "Then he walks away and yells back at me, 'You're a jackass'--in front of all my friends. It seems I had gone to Alaska without getting Don Young's permission!"
- The one bill I got through the House this year, had to get through the Senate through an unanimous consent. I got 99 senators and one stopped it--Murkowski of Alaska. It was payback time. I'm going to have to try and make up with Young because I have several things I want to get through his committee." (A Delaware Basin project is one of them.)
- His relations with organized teachers is not good. "The most important thing I did in Harrisburg was to pass the teachers strike law. Then they supported Kostmayer. And then, in the last two elections supported my opponent, Murray, who was a union organizer."
- "This year I first met the PSEA representative from my district on October 15th. When he came up and introduced himself, I said, 'Doesn't it strike you as strange that here it is October 15th and you are only now introducing yourself.'
- Re PSEA support, I said, "My opponent is a right winger. I'm going to win. I'm your congressman. I'm ^{also} on the House Education Committee. I'm a moderate. And that's the hard part."
- After the breakfast and talks at the Quakertown rally for Rep. Cawley, his brother waited for Jim as we were leaving and said, "I know that you can't change your position on abortion, but isn't there some chance you could change your position on partial-birth abortion?" Jim went into a lengthy reply which I'm sure he has made a million times. He began by saying that his position was misunderstood, that he would be happy to

Greenwood (R/PA) October 1998-11

`declare all abortions after the first trimester illegal. That is, accept Roe v. Wade, and then simply declare all abortions after that illegal. That, of course, did not satisfy the guy. Jim said he had, indeed, proposed such legislation. But that the leadership would not allow it to come to a vote. "They won't let it come to a vote because it would pass and they would lose their issue."

- When I asked Jim about that conversation, he said, again, that this is his worst problem, that it guarantees him a primary. "He is Harvey Cauley's (State Rep.) brother. He's a very intelligent man, but he has this one issue on which God speaks to him and he won't give up. When we were through, he said that in spite of our differences on abortion, he was going to support me and ask others to support me. This is the most conservative part of my district. As you can tell from my talk, what I'm trying to do here is to let people see more dimensions of me.
- But as I put it to him, "A primary with these people will always be a rock in the road for you, won't it?" And he said, "yes."
- He spent \$300,000 on the primary this year--probably more than in the general. I'll check.
- Mike wants to leave Jim because of difficulty of working with Pete Kraus. He sees himself as a fund-raiser primarily. He had doubled Jim's "donor base" in two years. There are 309 people who gave \$1,000 cash and are on "The Freedom Team." Two years ago there were 150. The same is true of total dollars raised. He's doubled that too. I'll get the exact figures.
- As an overview of the trip, we spent a day in Upper Bucks and one day mostly in Central Bucks. The second day featured three meetings, a two minute school appearance and the highlight which was the Sierra Club endorsement dinner with the President of the Sierra Club. I rode with Jim when he moved about. He drove the first day--which ended very early when he went home and Stephanie drove me back to New Hope. The second day, Tim LaPira drove and I sat in the back all day--till after the Sierra Club dinner, when Mike drove me back, with his mother and father.

Greenwood (R/PA) October 1998-12

- I asked Jim to rank the events of the second day. They were:
 - Newtown GOP brunch
 - Benefit at Needles home
 - Opening of Silverdale Middle School
 - Lower Makefield Fund-raiser
 - Sierra Club
- He ranked the school appearance #1. He just barely made it to the packed school auditorium, with band on the stage. The MC had about given up on Jim, and he was saying, "Unless Congressman Greenwood is walking down the aisle, then we'll..." he looked up and Jim was coming down the aisle! Perfect timing--10 seconds later it would have been all over!
- He explained, "You meet people here"--parents, teachers--who have nothing in common with you except that you have kids in school. They are not the same people whose events you attend over and over. I could talk about Katie and Laura and how they go to Paradise Middle School, and how proud we all are of their school, and how proud everyone here must be of this beautiful new school. I don't do this as much as I should, which is why I urge the staff to set me up with high school graduations. Several hundred people saw me who had never seen me before. I presented them with a flag that had flown over the White House. Pretty good stuff." It was, at best, a five minute appearance! As long as it took Tim and me to park the car and get to the auditorium.
- Number 2 was the Sierra Club dinner event. Maybe 80-100 people were there--put on by Bucks County Sierra Club chapter with lots of recognition of guests of one sort or another.
- Why #2? "It is two weeks out, and we are trying to court Democrats and Independents. It gives me a chance to fly the green flag and not because I say I'm green, but because the Sierra Club says so. There's been some publicity on it. The environment was Kostmayer's claim to fame. That and family planning were the ways he endeared himself to most people."
- He put the Newtown brunch third. "I haven't seen half of them since yesterday. But these are the troops, the people who sell you to others. It's important to show the flag. Now they can all say, 'I was talking to the congressman about impeachment, and that's what I said to him.'"

Greenwood (R/PA) October 1998-13

- The two events in people's homes ranked about even and last--though the Lower Makefield gathering filled a big house and the Needles one (with the pool, and Jim's Mom and Dad in attendance) was "very thin" as Stephanie put it, "I felt very sorry for her."
- Of the Needles event, he said, "I met six new people. They were all long-time supporters." Of the Lower Makefield one, he said of the hostess, "I had dinner with her Friday night. She's very active in planned parenthood, and it was a heavily family planning-oriented group." Same old, same old.
- His emphasis was on presenting himself to new people--whether momentarily at the school or all evening at the Sierra Club.
- I mentioned the small group that gathered with Jim after the Quakertown breakfast. Jim displayed his virtuosity in impressive style. I copied down some of the subjects as he spoke. These were the questions he got:
 - Man wants start-up money for a town that's starting its own police force.
 - Impeachment, social security and the surplus, land-based ABM system (but not space system or star wars, he says).
 - Terrorism, "the biggest worry for my children," Russia, anti-trust, drugs, education, Al Gore.
- "I have asked the Speaker for an appointment to fill a vacancy on the Intelligence Committee. And my staff says 'which of your 1,000 projects are you going to give up?' He'll probably say 'Greenwood, you're too busy.' But he has asked me to lead a congressional delegation to India and Pakistan."
- When the State Rep. asks him a question about immigration, he says, "Maybe you could give us a focus on that." Looks to Jim for idea leadership. All this I put down in my running notes, "all very rational"--also pretty intelligent and very informal.
- On drugs, he stresses the "multi-faceted nature of the problem" and talked about some idea of his that failed--take away certain tax deductions.
- Of the Speaker's Advisory Team, he said that "the party was drifting. We didn't have direction and that was why the Paxon

Greenwood (R/PA) October 1998-14

team was put together. When Gingrich bounced Paxon, the Speaker asked if I would take it over." (Sic)

- And he talked about education as one of the Team's projects. "The federal government shouldn't micro-manage the 100,000 teachers. The federal role is "to lead in the thinking," His idea is: "Erase the blackboard, start with no assumptions. What do you want your kids to know and how to do it? Think through the problem." "The federal government is responsible for the District of Columbia, for Indian reservations and military bases. We could try out some ideas there."
- Also, he said, "we are doing some long-range training."
- He says, as he did at lunch at Wendy's the first day, that "I lost 50 days of school in my junior and senior years in high school. The teacher had no incentive to teach me what I needed to know. I was bored to death. I read a lot at home and made the honor roll every time. My parents took the view that if I made the honor roll, that was all right with them."
- He likes the voucher idea.
- On the flat tax, he seemed to favor a national sales tax. But he wants two years of investigation of that subject.
- Near the end, he said, "for all the issues we've talked about today, the bottom line is campaign finance--the ability of interests to buy access and protect big incomes. Many times when I think about it, I wish if only we could get money out of the process."
- Afterward, he said to me that when he talks to conservatives--as he was here--"I try to focus on good government and fiscal conservatism, on mainstream subjects, to keep the conversation from veering off in a conservative direction."
- At Lower Makefield, after my tape ran out, he appealed to the group--in question period--to "look beyond the impeachment mess. As my mother often says, 'this too shall pass.' I urge you to look beyond this problem to the problems that lie ahead." He was preparing the group--the one most likely to be mad at him--to get into a forgive and forget frame of mind.
- Thinking about the media, Jim thinks of "the big four" papers

Greenwood (R/PA) October 1998-15

as The Inquirer, Intelligence, Courier Times and Morning Call. But The Inquirer is the most important by a margin. "Every six months, we arrange for me to visit with each of those editorial boards. I don't want to get out of touch with their thinking; and I want to establish a personal connection. The Inquirer editorial board is extremely intelligent and broad-guaged. A meeting with them is like an oral exam."

Greenwood (R/PA) October 1998-16