

together. Don is one of the finest people I have ever known. I will miss having him in Washington, and Laura and I wish him and Susie well.

When he's confirmed by the Senate, Carlos Gutierrez will take office at a time of historic opportunity for our changing economy. With Carlos's leadership, we'll help more Americans, especially minorities and women, to start and grow their own small business. We'll reduce the burden of junk lawsuits and regulations on our entrepreneurs. We'll reform our outdated Tax Code to eliminate needless paperwork and encourage savings, investment, and growth. We'll continue our commitment to free and fair trade. Carlos and I know that America's workers can compete with anybody in the world. And in all these policies, we will ensure that the American economy keeps creating jobs and remains dynamic and flexible far into the future.

In Carlos Gutierrez, the Department of Commerce will have an experienced man-

ager and an innovative leader. He will be a strong, principled voice for American business and an inspiration to millions of men and women who dream of a better life in our country. I ask the Senate to confirm this fine nominee as quickly as possible. I look forward to welcoming him into my Cabinet.

Congratulations.

[*At this point, Secretary-designate Gutierrez made brief remarks.*]

The President. Great job. Thank you. Congratulations.

NOTE: The President spoke at 11:10 a.m. in the Roosevelt Room at the White House. In his remarks, he referred to Susan Evans, wife of Secretary of Commerce Donald L. Evans. The transcript released by the Office of the Press Secretary also included the remarks of Secretary-designate Gutierrez. The Office of the Press Secretary also released a Spanish language transcript of these remarks.

Statement on the Resignation of Stephen Friedman as Director of the National Economic Council

November 29, 2004

Steve Friedman has been a trusted adviser and vital member of my economic team, working tirelessly to help make sure that America continues to be the best place in the world to do business.

Steve played a valuable role in enacting the Jobs and Growth Act of 2003 that helped move our economy from recession to the robust growth we are experiencing today. As a key member of my White House senior staff, Steve has led efforts to develop the policies that are strengthening our economy and helping to create jobs. Steve has done an excellent job of

coordinating the work of my economic team and has played a key role in developing the economic policies for my second-term agenda.

Steve is a good-hearted man who possesses great wisdom and a can-do attitude. I am grateful for his superb work and wish him and Barbara all the best as they fulfill their plan to return home to New York.

NOTE: The Office of the Press Secretary also made available Director Friedman's letter of resignation.

Memorandum on Improving Spectrum Management for the 21st Century November 29, 2004

Memorandum for the Heads of Executive Departments and Agencies

Subject: Improving Spectrum Management for the 21st Century

In May 2003, I established the Spectrum Policy Initiative to promote the development and implementation of a U.S. spectrum management policy for the 21st century. This initiative will foster economic growth; promote our national and homeland security; maintain U.S. global leadership in communications technology; and satisfy other vital U.S. needs in areas such as public safety, scientific research, Federal transportation infrastructure, and law enforcement.

The existing legal and policy framework for spectrum management has not kept pace with the dramatic changes in technology and spectrum use. Under the existing framework, the Federal Government generally reviews every change in spectrum use. This process is often slow and inflexible and can discourage the introduction of new technologies. Some spectrum users, including Government agencies, have argued that the existing spectrum process is insufficiently responsive to the need to protect current critical uses.

As a result, I directed the Secretary of Commerce to prepare recommendations for improving spectrum management. The Secretary of Commerce then established a Federal Government Spectrum Task Force and initiated a series of public meetings to address improvements in policies affecting spectrum use by the Federal Government, State, and local governments, and the private sector. The recommendations resulting from these activities were included in a two-part series of reports released by the Secretary of Commerce in June 2004, under the title *Spectrum Policy for the 21st*

Century—The President's Spectrum Policy Initiative (Reports).

Therefore, to the extent permitted by law and within existing appropriations, I hereby direct the heads of executive departments and agencies (agencies) to implement the recommendations in the Reports as follows:

Section 1. Office of Management and Budget.

Within 6 months of the date of this memorandum, the Office of Management and Budget (OMB) shall provide guidance to the agencies for improving capital planning and investment control procedures to better identify spectrum requirements and the costs of investments in spectrum-dependent programs and systems. Within 1 year of the date of this memorandum, agencies shall implement methods for improving capital planning and investment control procedures consistent with the OMB guidance, including making any modifications to agency capital planning procedures necessary to ensure greater consideration of more efficient and cost-effective spectrum use.

Section 2. Other Executive Departments and Agencies.

(a) Within 1 year of the date of this memorandum, the heads of agencies selected by the Secretary of Commerce shall provide agency-specific strategic spectrum plans (agency plans) to the Secretary of Commerce that include: (1) spectrum requirements, including bandwidth and frequency location for future technologies or services; (2) the planned uses of new technologies or expanded services requiring spectrum over a period of time agreed to by the selected agencies; and (3) suggested spectrum efficient approaches to meeting identified spectrum requirements. The heads of agencies shall update their agency plans biennially. In addition, the heads of agencies will implement a formal process