

Fellow Citizens of the United States—

When did you last believe the country was on the right track? It has probably been a while. **Politicians are not being straight with us.** Each party offers painless solutions which protect special interests and reward millionaire lobbyists. As we get ready to choose our next president, **let's begin a serious discussion about how best to proceed as a nation.** Americans deserve **constructive solutions** to the challenges facing our country.

TAXES What if we undertake **bold tax reform** and **free the vast majority of Americans from the burden of filing a tax return with the IRS?** Wouldn't that be better than the mess we have now and also grow our economy?

BANKS What if **Wall Street and the big banks follow the law and play by the same rules as everybody else?** Wouldn't that restore our sense of fair play?

NATIONAL SERVICE What if we **collectively share in the sacrifices required to guarantee our freedoms?** Wouldn't that strengthen our communities and our belief in each other?

SPENDING What if we make **real, balanced reforms to our entitlement programs?** Wouldn't that assure their continued viability and provide a better future for our youth?

IMMIGRATION What if we **rewrite our immigration laws to control our borders** and **reinforce the American tradition of assimilation?** Wouldn't that save us from following Europe into incoherence, chaos and grave division over how best to confront radical Islam?

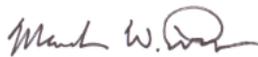
THE PRESIDENCY What if our **president serves only a single term?** Wouldn't that keep re-election politics out of Oval Office decision-making?

None of this will be easy, but Americans will do their part if the president levels with the people. My name is **Mark Everson** and I am running for **President of the United States.** Under President Reagan I **oversaw operations at the INS.** I served as **IRS Commissioner** under President George W. Bush—it ran better then. While I have extensive experience in government, **most of my career has been in the**

private sector. Not just in the US, but also in Africa, Asia and Europe. I have run a factory and worked in agriculture. **I know what it takes to create jobs and compete in today's global economy.**

I have made mistakes, but at sixty I am wiser and humbler than I once was. Still, **I owe no one. I am unafraid to take on the special interests which enrich themselves at your expense.** I am a **conservative** and **understand the limits of the powers of the presidency.** I will **execute the laws as written, not as I might wish them to be.** My track record is just that. I will devote my full energies to the country and our national interests. **I will serve but one term.**

I love America and will do my best for her and for you. I respectfully ask for your support. These issues won't wait for a time the politicians find convenient.



Mark W. Everson

Mark Everson's Core Positions

Taxes—History teaches that **tax reform is only possible when the president takes the lead. Fixing our broken tax code will be a cornerstone of the Everson presidency.** I will work closely with Finance Committee Chairman Orin Hatch, Ways & Means Chairman Paul Ryan, and members of Congress from both parties to make tax reform a reality. **Who is better equipped to do that than a businessman who has worked in both operating and financial positions in the United States and abroad, and spent four years at the top of the messy tax system that Congress created?**

The tax code should promote growth and help Americans provide for their future. Of particular importance is the need to **encourage innovation, manufacturing**

and agriculture, and to help small and mid-sized businesses thrive and create employment opportunities. It is time to be bold. I favor the **Competitive Tax Plan** authored by Columbia professor Michael Graetz. Adopting the plan will put in place a **destination-based VAT** that will apply to goods and services. **The plan will remove 150 million Americans from the income tax rolls, freeing them from the hassle of filing an income tax return and dealing with the IRS.** To retain adequate progressivity in our tax system, income taxes will remain in place for the highest earners, but at lower rates. Providing payroll tax credits to low-and moderate-earners will prevent them from realizing tax increases. The Competitive Tax Plan would also expand refundable child credits. Under the plan, **corporate rates will drop, allowing American businesses to prosper in the global economy.** I would adjust the Graetz plan to retain and expand the existing research and development tax credit to ensure America maintains its leadership position in innovation. We should also provide meaningful incentives for energy reduction.

One of the worst features of the current system is on-again, off-again tax legislation. We need stability in the tax code so that business owners can make rational investment and hiring decisions knowing the rules of the road. **Tax provisions should have a minimum duration of ten years to reduce uncertainty and align with budget scoring rules.** Last year's tax extenders exercise was a disgrace, with provisions enacted into law just before Christmas only to expire two weeks later at the end of December.

The Banks and Corporate Responsibility—I have devoted a substantial portion of my career to industry and know from hard experience that jobs are created (or lost) by private enterprise, not government. Despite our stumbles, America is still the envy of the world. American prosperity derives from our entrepreneurial culture and respect for the rule of law. **Championing private enterprise as the engine of growth does not relieve Republicans of the obligation to regulate in a balanced, sensible manner.**

Recent years have seen a dangerous drift, with **some of our largest financial institutions engaged in illegal activities on a repeated basis.** In my book, banks

don't merit a "get out of jail free card" because they are "too big to fail." The Wall Street mega banks have privileged positions and enjoy competitive advantages over other, smaller firms. It just makes sense that **if a bank is too big to be managed properly and follow the law, we should break it up.**

Moreover, there appears to be little accountability in the executive suite. Too often the **banks run the light, pay the ticket, and speed on.** Then in some instances boards of directors even give the CEO a salary increase. **Billions of dollars in fines are absorbed by average Americans, who see diminished returns in their retirement plans.** There is no need for lots of new laws or regulations. In fact, we should take a good, hard look to see which burdensome and unnecessary laws and regulations can be pruned or taken off the books entirely. Nevertheless, **the laws we do have should be respected by businesses and enforced by the government.** I will direct the Department of Justice to bring criminal charges against companies and executives when laws are broken. In addition, Congress should draw a line in the sand. **When a company pays a fine over a certain amount (say, \$500 million, but the number could be lower or higher), any compensation to the CEO in excess of \$1 million should be taxed at a rate of 95%.** Let's bring this sorry chapter to a close.

National Security--The world is a dangerous place; the president must govern, understanding that harsh reality. The hopes of the Nobel committee in awarding our president the peace prize have not been realized. **Democracy is receding across the globe and International crises have increased in number and danger over the past six years.** Our armed services are at present second to none, but the cornerstone upon which our freedom rests is cracking. We need to adequately fund our armed forces and in particular **rebuild our Navy,** so critical to our commercial and security interests overseas. **America must honor its alliances and confront evil when necessary.** We need a **robust and coherent foreign policy,** but one which is measured and deploys our military only as a last resort. Our security policies must give **greater priority to addressing** the mounting damage to American business interests arising from **cyber-attacks and theft of trade secrets.**

Wherever I have worked, I have respected the chain of command and sought the counsel of those on the ground, but always made my own decisions within the limits of my authority. I will do the same as president, relying on muscular diplomatic and security policy as well as a streamlined, intelligence apparatus to provide thorough, independent analysis of policy options. Above all, **I will respect the constitutional role of Congress in matters of war and peace.** Finally, **I will not be fully transparent with our adversaries.** We and our allies will be more secure if adversaries respect us. Respect is not earned by informing the world of what we will *not* do. I will only draw lines when I mean to act if they are crossed. I will not limit our military options having identified a serious threat to our security. **The crises in the Middle East, Russia and the western Pacific have not passed; they loom ever larger.**

National Service -- Over much of the last century Americans understood the burden of military service because family members or people we knew from school or in our communities fought in the two world wars, in Korea or in Vietnam. But we have **lost our deep-rooted commitment to shared sacrifice.** The creation of the All-Volunteer Force has increased the effectiveness and efficiency of our military, but at too high a price. **The devastating downstream costs of multiple deployments are staggering and will be borne by families and communities across America for decades to come.** There is a dangerous and growing chasm between the elites and everyday Americans who do the fighting or care for those who have when they return home. **We need to establish a program of national service and bring back the draft.** We are all in this together, a nation of free and responsible men and women. In his first inaugural address, Abraham Lincoln warned that the passions of looming conflict “must not break our bonds of affection.” For America to remain great, we cannot allow these bonds, and the obligations which they imply, to fray through our continuing drift towards indifference to each other. **Everyone will benefit if there is a stronger link between the rich and mainstream Americans.** Lifelong ties will form and wiser decisions will be taken by all parties. Future leaders will think more soberly about national security if they have direct experience with it. The program should

allow draftees who are conscientious objectors to discharge their obligation through service in a hospital, national park or some other appropriate manner.

Reducing Deficits and Protecting Our Future—As a nation we are spending more than we earn. Our deficits have come down to under 3% of GDP. That is good news. However, spending will increase significantly in the out years and drive up our debt as the baby boomers age and draw on a larger share of government resources. The problem is compounded by a **serious deterioration in labor force participation for working age men** who should be generating employment tax and general fund revenues. It is also important to remember that interest rates are at historic lows. Should they suddenly rise our day of reckoning will arrive. We need genuine entitlement reform. **Rather than increasing the progressivity of the income tax we should means test benefits programs like social security, phasing in changes over a period of years and making no benefit reductions for those already drawing funds or close to retirement.** If we do not act, growth in entitlement spending will choke off any ability to fund other needs. Future generations of Americans will pay a steep price if we keep our heads buried in the sand.

Republicans have moved to use **dynamic scoring**—that is, how household and businesses react to policy changes-- in the consideration of significant tax legislation. I support this position but believe that **major tax changes should be revenue neutral before consideration of any dynamic effects.** That will require cuts to entitlement programs in order to prevent federal debt as a percentage of GDP from growing beyond its already unhealthy levels. Rather than offsetting any dynamic revenue benefits from tax reform with new tax reductions, the **additional monies should be plowed into national defense.**

Immigration—I oppose the president’s order unilaterally deferring enforcement action and granting work authorization to millions of undocumented

immigrants, but **that does not change the fact that we urgently need comprehensive immigration reform.** We must alter our legal immigration system by providing more opportunities for those who can make an immediate contribution to the U.S. economy. This will come at the expense of traditional programs allowing immigration of extended family members, but makes sense given our human capital needs in the highly competitive global economy. As many have argued, we need to **secure the borders and strengthen enforcement in the interior.** We should get on with the E-Verify system so that jobs go only to those legally authorized to work.

I support an amnesty (to call it anything else is disingenuous) and path to citizenship. Of course there should be proper standards screening out criminals and others not meeting strict criteria, but a broad **amnesty would allow the full integration into our society of millions** of residents who already lead active, useful lives. We need to do everything we can to foster participation in the American way of life and not create conditions which encourage isolation and a spirit of disengagement or hostility. **Let's renew and strengthen our tradition of assimilation lest we follow Europe into incoherence, chaos and grave division over how best to contain the dangers of radical Islamist ideology.** With stronger, balanced enforcement future illegal immigration will decline. This should address the fears that an amnesty will generate further violations of our sovereignty.

The Presidency—Always consequential, the president's powers are nevertheless limited under our constitution. The president directs the operation of the federal government and has augmented responsibilities in the national security arena, but it falls to Congress to rewrite our laws or make major changes to settled policy. When overseeing our nation's tax and immigration systems-- two of the most important and sensitive parts of the federal government—I **executed the law as written, not as I might have wished it to be. I will follow the same conservative, constitutional approach as president.**

Term Limit-- I will serve only one four-year term in office and seek a constitutional amendment to limit future presidents to a single five- or six- year mandate. By the third year of an administration, appointees up and down the line are increasingly focused on the approaching election. **The country deserves a leader whose decision-making is based solely on the national interest and in no way compromised by considerations tied to reelection politics.**

Other Significant Policy Positions

Healthcare—Congress should **fix the Affordable Care Act, and fix it quickly.** It is good that more Americans have health insurance, **but has this complicated, poorly implemented legislation actually delivered improved health to Americans? The new legislation increases rather than controls the cost of healthcare for far too many.** And clearly the law has already damaged the workforce by discouraging part time work in the hospitality, retail and restaurant industries (to name just three) due to the definition of 30 hours per week as full time employment. Congress is working to make improvements to the Affordable Care Act, in particular **raising the threshold for fulltime work to the traditional 40 hours.** I support these efforts. There is no reason to think the government can intervene in 17% of the economy, dictate the rules of the road and make timely and appropriate adjustments as experience reveals faulty assumptions or problems in statutory construction. The government is deeply challenged by the far simpler task of caring for our veterans. A whole series of modifications should be entertained. For starters we should **allow insurance companies to sell across state lines and enact true tort reform so that doctors focus attention on patient needs rather than worry about the legions of personal injury lawyers peering down from billboards.**

Criminal Justice—I have overseen operations at two of the largest law enforcement agencies in the country, the IRS and the INS. I also ran the unemployment system in Indiana, another law enforcement position. I am a **law**

enforcement advocate. I support the police. That having been said, I agree with those on both sides of the aisle who believe **the time has come for a complete review of our criminal statutes and incarceration practices.** In 1980 the federal prison population was about 25,000. Now it is well over 200,000. This is as expensive as it is unintelligible.

The steep growth in the prison population is in large part the **unjust consequence of a life sentence of inferior job opportunity attached to a felony conviction.** When I was a kid convicts were said to “pay their debt to society.” While in Indiana state government and running our job training programs I heard again and again from employers that they had trouble finding enough employees willing to take on certain difficult jobs. With the support of the governor, the state chamber of commerce and Indiana manufacturers I launched a program which each year finds jobs for hundreds of prisoners exiting the correctional system, as long as they meet stringent criteria. **The best way to rebuild crime devastated communities is to secure employment opportunities for as many discharged inmates as possible.**

Capital Punishment—In January 1982 I was at my desk in New York City when a call came in from my parents. It was unusual to hear from them at the office and I knew instantly from the tone in my father’s voice that something terrible had happened. My sister Margaret, living in Houston and recently married, had been murdered. Her killer was serial murderer Coral Eugene Watts. For almost two decades I felt Watts deserved the death penalty. Over the years my views changed and **I have come to oppose the death penalty.** It is all too clear that **this irrevocable sanction is in rare instances applied to innocent individuals.** In addition, the enforcement of the death penalty is an **extremely costly component of our criminal justice system** given the extensive appeal rights of those condemned to death. Moreover and most importantly, the **lengthy appeals process delays closure and healing for victims.** It took me 25 years to get there (Watts died in prison in 2007), but I now believe **life in prison without parole is the appropriate penalty for crimes no matter how heinous.**

The 2nd Amendment—Tampering with the fundamental right to bear arms established under the Second Amendment is ill-advised. Ever more intrusive government has come to symbolize a challenge to our tradition of individual liberty. I share the concern that we need to **keep guns out of the hands of criminals and the mentally ill, but new gun legislation is not the answer.** As concerns the mentally ill, we need to get at the underlying problem. Let's **make sure that the seriously ill get treatment before they become a danger to others.** The subjects of mental illness and its intersection with violence require a sober national discussion.

Education—The federal role in education should be limited. State and local governments understand their communities' particular educational needs and should take the lead in addressing them. National standards can help local schools identify areas for improvement and the federal government can do much to share information about what works and what does not. But **it makes no sense to limit local initiative or for a GS-13 in Washington to dictate what a teacher does in a classroom in Missouri,** or how she does it.

When I was growing up, my school offered a stable, orderly environment in which to learn. Kids matured not just in the classroom, but also in the sometimes rough and tumble neighborhood. We picked up social skills on the walk home or in somebody's yard down the street. We did not earn trophies simply for showing up. **Today schools at the elementary and secondary level are shouldering the burden of teaching not just much needed hard skills in science or math, but also trying to close a yawning gap between the soft skills required to thrive in the workplace and those possessed by our young.** It is a tough assignment and one not made any easier by Washington. Most important, **educators at all levels need to convey the dignity of work.** Not everyone is going to be a Purdue engineer, but we can all contribute to the best of our ability. We need to put greater emphasis

on the value of hard work; failing to do so has led too many of our young to give up before they have even started.

I managed **federal workforce training programs** in Indiana for two years. Having overseen the federal tax and immigration systems, I was shocked to find the overlapping programs administered by the US Department of Labor if anything more **disjointed** and **complicated** to manage than those of the IRS and the INS. They have too many administrative layers which siphon off program funds to pay staff instead of fund training. Federal **workforce programs should be consolidated**, with **authority given to governors to assess priorities and allocate resources** accordingly.

The Environment—As a youngster in Yonkers, New York I remember heading down the New Jersey Turnpike in the family car and almost being knocked out by the smell of the oil refineries, or literally seeing the air driving west through the soot in Ohio. We have made great strides of which we should all be proud. **Public policy in the environmental arena necessarily balances protection of the environment with private property and economic interests.** No matter how important it is to keep our air and water clean, we cannot allow regulatory excess. It is **imperative that the EPA execute the law as written, and not extend its application to activities neither mentioned nor contemplated in authorizing statutes.** Moreover, to foster economic growth and job creation **the permitting and regulatory processes of government must be not just thorough, but also prompt.**

Social Issues-- I struggle to say when life begins, especially given the ever earlier viability of a fetus brought about by continuing advances in science. As president I will enforce the law and respect the decisions of the courts. **But I oppose the termination of any pregnancy, unless the life of the mother or child is at stake.** I know how painful a subject this can be. Many years ago an unborn child of mine was aborted, and I still wonder what that man or woman would be like today.

My marriage failed. It was entirely my fault. I am not proud of the job I did as a husband. And like many Americans, my youngest child's mother and I were not married when he was born. There have been dramatic changes in family structures over the course of my life, and **those who cite the unraveling of the institution of marriage as cause for alarm are right to do so.** We don't know where all this is going and, as a society, are truly on uncharted ground. That having been said, I have learned a great deal through my own passage and can confirm that the power of **love overcomes some pretty high hurdles.**

My son is in a public elementary school on the Gulf Coast of Mississippi. Most of the kids are on free or reduced cost meal programs. Far too many do not have active, involved fathers. He sees a lot and so do I. And I am the better for it. **I agree wholeheartedly with President Obama's call for fathers to step up to their obligations.** My young son has not been the only beneficiary of my love for him. Anybody who knows me will confirm that I have been the real winner. As **Republicans, we should not shame, but rather embrace and encourage the many millions of Americans on difficult journeys who struggle on a daily basis to provide a healthy, nurturing environment for their children.** I will offer that encouragement.

I do not think the regulation of marriage is the business of the federal government. I yield to the democratically elected representatives of the people, and to the courts, on the issue of gay marriage.

About Mark Everson

Mark was born on September 10, 1954 in New York City. His father, Leonard, was an attorney and his mother, Marjory, was a chemist before becoming a full time homemaker. Mark grew up in Yonkers with his two siblings, Margaret and Charlie. After nine years at P.S. # 8 in Yonkers, Mark attended boarding school in Exeter, New Hampshire starting in the ninth grade. Finishing a year early in 1971, Mark then lived in Africa for the better part of a year. At age seventeen he managed components of an integrated poultry farm in Kitwe, Zambia. First he ran the butchery, next the broiler grow out operation, and finally the hatchery.

In 1972 Mark returned to the United States and started college. While at Yale, Mark studied history and ran on the cross country and track teams. The high point of his athletic career came in April 1975 when Mark ran the Boston Marathon in the time of 2:32:28, a more than respectable finish then or now. The next day Mark's coach asked him to jump into the JV 3 mile against Harvard. He did and won the race.

Immediately after graduation, Mark joined the accounting firm Arthur Andersen & Co. as an auditor in the New York office. He went to night school at the NYU Business School, earning a MS degree in accounting and becoming a CPA. After six years of working on the audits of some of the largest corporations in the world, Mark left Andersen and joined the Reagan administration.

Mark spent six years in the Reagan administration, with his time more or less equally divided between the United States Information Agency and the Department of Justice. At USIA Mark served as an assistant director of the agency and worked on sensitive public diplomacy projects associated with the deployment of Intermediate Nuclear Forces in Europe and the launch of Radio Marti, surrogate radio broadcasting to Cuba. At DOJ Mark was first a special assistant to Attorney General Edwin Meese III, advising Meese on management and budget issues relating to the department. In the summer of 1986 he moved to the INS, serving initially as the third ranking official and subsequently as deputy commissioner of immigration, the chief operating officer of the agency. At the INS Mark supervised the Border Patrol and inspectors at the ports of entry, and oversaw implementation of the Immigration Reform and Control Act of 1986.

After leaving government in July 1988 Mark joined American National Can, at the time the world's largest packaging company. Shortly after he joined the company it was acquired by Pechiney, which was then the largest aluminum producer in Europe. Over a span of ten years at American National/Pechiney Mark was plant manager of the company's unionized, continuous operation beverage can factory on the south side of Chicago; managing director of the can manufacturing subsidiary in Turkey; vice president of the glass container division based in Indiana; and finally vice president and then senior vice president of Pechiney in

Paris. Mark left Pechiney in the fall of 1998, moving to Dallas to join LSG SkyChefs, the world's largest airline catering company. At SkyChefs he joined the business as a vice president and later became Group Vice President Finance.

In 2001 Mark returned to Washington to join the administration of George W. Bush. Initially at the Office of Management & Budget, Mark was the controller and then deputy director for management. As deputy director Mark was a member of the small working group which developed the proposal put forth by the president in June 2002 to create the Department of Homeland Security. In January 2003 the president nominated Mark to be the 46th Commissioner of Internal Revenue. He served as IRS Commissioner from May 2003 through May 2007. Under Mark the agency achieved record service and enforcement results.

In May 2007 Mark became President and CEO of the American Red Cross. In his brief tenure Mark strengthened relations with the Pentagon—which had atrophied following Vietnam—and took the decision to combat Johnson & Johnson when the company sought to limit the nation's leading charity in its use of the red cross as its trademark. The board of governors asked Mark to resign after just six months on the job as the result of an inappropriate personal relationship with a distant subordinate.

During 2008 Mark worked with Dynamis, a healthcare consulting firm which was attempting to establish primary care clinics and nursing academies in the lower ninth and other communities in New Orleans then recovering from Hurricane Katrina. In January 2009 Mark moved to Indianapolis and joined the cabinet of his former boss at OMB, Indiana Governor Mitch Daniels. Mark became the commissioner of the Indiana Department of Administration and in 2010 the commissioner of the Department of Workforce Development (DWD), the agency which oversaw the state's unemployment insurance, workforce training and adult education programs. While at DWD he implemented first in the nation drug testing for recipients of federal dollars for third party training programs; launched a program helping qualifying offenders secure employment upon release from the Indiana prison system; and worked with legislators to enact legislation restoring solvency to the Indiana unemployment insurance trust fund.

Mark became the Vice Chairman of alliantgroup, LP in July 2009, converting to fulltime status in 2012 when he left Indiana state government. alliantgroup is a leading provider of specialty tax services for small and medium-sized businesses. It is based in Houston and has about 600 employees. As Vice Chairman Mark provides counsel to senior management on a variety of issues and works with local and regional CPA firms around the country to enable businesses to claim tax benefits to which they are fully entitled but often overlook.

Mark's mother and brother live in the Chicago area. He has three grown children who reside in northern Virginia. Mark's marriage ended in divorce in 2008. He currently lives on the Gulf Coast in Mississippi, where his first grade son attends public school and plays soccer and baseball.