

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	re: Senator-Elect Hillary Rodham Clinton-Davison Dinner-Tuesday, January 2nd [2 copies] (22 pages)	12/30/2000	Personal Misfile

COLLECTION:

Clinton Presidential Records
Staff Secretary
Too Late to Process
OA/Box Number: 22069

FOLDER TITLE:

[POTUS and White House Staff Memos]

2019-0990-S

rs3473

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

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

THE WHITE HOUSE
WASHINGTON

November 3, 1996

MEMORANDUM FOR ERSKINE BOWLES
DON BAER
STEPHANIE STREETT
ANNE WALLEY

FROM: TODD STERN 
PHIL CAPLAN 

SUBJECT: November '95 - November '96 planning calendar

For the most part, our office assists others in preparing for events. On occasion, we take the lead on events – like bill signings or the award of a Citizen's Medal – that are driven by circumstances. That said, there are two Presidential events we do every year:

- 1) The Medal of Freedom award ceremony. Our Administration has held the event in August/September although previous Administrations have scheduled it around July 4th.
- 2) Volunteer Appreciation event. In '93 it was held in April in conjunction with National Volunteer Week; in '94 it was in November and this year it was held in October.

Thanks.

September 21, 1996

RECOMMENDED TELEPHONE CALL FOR THE POTUS

TO: Honorable Richard Ieyoub
Attorney General of Louisiana
Tel: 504/ 763-9422 (home)
504/ 924-7021 (hotel)
504/ 928-3846 (campaign)

CONTACT: Sidney Arroyo
Ieyoub's Press Secretary (will be with Ieyoub at all times)
Pager: 504/ 929-9882
504/ 929-1728

DATE: As soon as possible.

RECOMMENDED BY: Craig Smith and David Wofford

PURPOSE: To express your congratulations for his qualification in Saturday's U.S. Senatorial primary.

BACKGROUND: Attorney General Richard Ieyoub (D) qualified in Saturday's senatorial primary. Ieyoub was one of 15 candidates vying for the U.S. Senate seat vacated by U.S. Senator J. Bennett Johnson (D). Louisiana election law calls for a run-off between the two candidates receiving the highest number of votes in the primary. The primary is non-partisan.

Ieyoub had received bad press late in the campaign related to a FBI investigation of his campaign spending practices and business dealings while he has the district attorney of Calcasieu Parish. The agency asked whether Ieyoub used campaign contributions to pay for his meals and clothes, and into dealings with three men who owned health-care related ventures in the state. Ieyoub maintained that his expenditures were proper, and he blamed the investigation on politics, noting that a man he prosecuted for Medicaid fraud in 1994 was trying to revive accusations he made at the time of his trial. In the wake of revelations of the FBI investigation, Ieyoub

suffered a 9 point drop in statewide polls. His numbers remained stalled into the primary. During the last week, Ieyoub dropped into third place.

Ieyoub was endorsed by U.S. Congressman Fields and U.S. Congressman Jefferson.

**TOPIC OF
DISCUSSION:**

His qualifying for the general election and possible fundraising events and public appearances with the Vice President during his trip to Louisiana on September 24th and 25th.

**DATE OF
SUBMISSION:**

September 21, 1996

ACTION:

OCTOBER 1, 1996

RECOMMENDED TELEPHONE CALL

86 OCT 1 A10 : 08

TO: Robin Williams

DATE: Any time in the next week.

RECOMMENDED BY: David Geffen via Karen Hancox

PURPOSE: To thank him for all his support/help.

BACKGROUND: Williams very much wanted to attend the September 12 event in Los Angeles, but his filming schedule prevented him from doing so. Instead, he wrote a \$100,000 check. There are very few celebrities (maybe none) who have written checks of this size to a candidate.

Williams just finished filming a movie and begins filming a new one today (Tuesday, October 1.) The best way to reach him is through his assistant.

- TOPICS OF DISCUSSION:
1. Let him know you are sorry he could not attend September 12;
 2. You were looking forward to seeing him there;
 3. It was a great show.
 4. Let him know you appreciate all his support.
 5. Ask about his new movies.

CONTACT PERSON AND
TELEPHONE NUMBERS: Cindy Margolis (his assistant) - 310-280-4575 (she will forward your call to Robin.)

DATE OF SUBMISSION: September 27, 1996

ACTION: _____

188379

80:01 1 10032

September 21, 1996

RECOMMENDED TELEPHONE CALL FOR THE POTUS

TO: Mary Landrieu
Former state Treasurer of Louisiana
Tel: 504/ 488-7910 or 504/ 488-7911 (home)
504/ 529-7111 (hotel suites 1204 and 1208)
504/ 524-3669 (campaign)

CONTACT: Andra Roy
Landrieu's Press Secretary (will be with Landrieu at all times)
Pager: 504/ 477-6581
Car: 504/ 450-0119

DATE: As soon as possible.

RECOMMENDED BY: Craig Smith and David Wofford.

PURPOSE: To express your congratulations for her qualification in Saturday's U.S. Senatorial primary.

BACKGROUND: Mary Landrieu (D) qualified in Saturday's U.S. Senatorial primary. Landrieu was one of 15 candidates vying for the U.S. Senate seat vacated by U.S. Senator J. Bennett Johnson (D). Louisiana election law calls for a run-off between the two candidates receiving the highest number of votes in the primary. The primary is non-partisan.

As expected, Landrieu finished first in the primary. She lead in the statewide polls throughout the year.

Landrieu was endorsed by many federal, state, and local politicians including U.S. Senator John Breaux (D). She was also endorsed by labor unions and several media outlets.

**TOPIC OF
DISCUSSION:**

Her qualifying for the general election and possible fundraising events and public appearances with the Vice President when he visits Louisiana on September 24th and 25th.

**DATE OF
SUBMISSION:**

September 21, 1996

ACTION:

June 4, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN
PHIL CAPLAN

SUBJECT: Meeting with staff from Staff Secretary, Records Management, Presidential Correspondence, Executive Clerk

There are three offices under the supervision of the Staff Secretary's office: **Presidential Correspondence** (roughly 70 staff) handles the President's correspondence (including e-mail), answering that mail through either personal letters or form letters, prepares proclamations, messages read at events, postcards, birthday/anniversary/graduation letters, etc.; **Records Management** (24 staff) catalogues and files all Presidential and WH staff documents and retrieves them upon request; **the Executive Clerk** (5 staff) is responsible for handling all of the President's official documents -- bills, proclamations, Executive Orders, messages to Congress, reports to Congress, nominations to the Senate, military nominations, WH staff commissions, etc. The Staff Secretary's Office itself has five principal staff people and manages the flow of nearly all paper going to and from the President.

Listed below are people who you will meet with on Thursday, June 5 at 5:30 pm:

Staff Secretary's Office

- Carol Cleveland (in this office since May 1995; at NSC and in other WH offices since 1975; at DoD from '69-'75). Carol works the day shift in our office handling all incoming paper for and from the Oval Office. She works very closely with Nancy and Betty as well with the staff in your front office. She does excellent work in one of the very toughest administrative jobs in the White House.

Presidential Correspondence:

- Patrick Briggs, Deputy Director, Office of Presidential Inquiries (on staff since 2/93). Patrick's office fills requests from the public for cards from the President that acknowledge special occasions (e.g., birthdays, anniversaries, weddings). His office also receives calls from members of the public who wish to express opinions to the President.
- Michelle Houston, Director, Gift Unit (on staff since 2/90). Michelle's office receives and processes all gifts to the President, First Lady, Chelsea, and members of the WH staff.

- Maureen Hudson, Deputy Director for Messages, Office of Presidential Letters and Messages (on staff since 7/71). Maureen is responsible for editing virtually all messages that will bear the President's signature. Messages are typically sent to groups when the President is unable to attend an event. Maureen also edits Presidential proclamations and letters of condolence from the President.
- Diane Ikemiyashiro, Writer, Office of Presidential Letters and Messages (on staff since 6/95). Diane is one of six writers responsible for the preparation of letters and messages that will bear the President's signature. This involves drafting the letters and messages and clearing them, as necessary, with the appropriate policy offices within the White House or at the federal agencies.
- Cyril Jones, Mail Analyst and Deputy Director of Special Projects, Office of Mail Analysis (on staff since 8/89). Cyril is one of six correspondence analysts responsible for reading incoming mail to the President and coding that mail for response or distribution to the appropriate White House office.
- Catherine Kitchen, Staff Assistant, Office of Presidential Letters and Messages (on staff since 1/96). Catherine first worked as an intern in the office of the Director of Correspondence.
- Sharon Lewis, Administrative Assistant, Office of Mail Analysis (on staff since 9/76). Sharon prepares in final all form letter responses from the President and the Director of Correspondence. She also supervises Mail Analysis volunteers.
- Earlene Rick, Night Supervisor, Office of Presidential Support (on staff since 12/80). Earlene is one of nine staff members who type all documents for the President's signature.
- Sue Smith, Director, Office of Agency Liaison (on staff since 3/93). Sue's office assists members of the public who have written or called the President or First Lady seeking help. Her staff refers many of the requests to established contacts at the federal agencies or works with private sector organizations to resolve them.

Records Management

- Ted James (on staff since 11/61). A Mississippian who came to WDC to finish high school. Worked the night shift during his Howard college days. Knows the history of ORM and specializes in the processing of more important documents.
- Phyllis Tucker (on staff since 12/90). A Pennsylvanian single mother who is raising three boys. Took courses at NOVA, Univ. of MD, and Strayer where she received a degree in computer science while working full-time. Knows the technology associated with ORM's

computer and optical systems.

- Myra Freeman (on staff since 12/89). A North Carolinian who did a hitch in the Army. Knows the ORM day-to-day operation and the processing of the correspondence, scheduling, and resume files which constitute a significant portion of ORM's holdings.
- Phil Droege (Dro-gee) (on staff since 7/90). A Marylander who taught high school in New York and decided to switch to working in ORM. Has an overall perspective and knowledge of ORM's mission, having worked in several of its sections.

Executive Clerk's Office

- Ed Thomas (on staff since 1991). Began as a Mail Analyst, White House Correspondence Office; joined the Executive Clerk's Office in 1992.
- Sherman Williams (on staff since 1991). Government service began in 1991 at the National Archives; began work in the White House Office of Records Management in 1992; joined the Executive Clerk's Office in July 1996.

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

03-Jun-1997 10:37am

TO: CAPLAN_P
FROM: G. Timothy Saunders

SUBJECT: re Chief of Staff Meeting

Message Creation Date was at 3-JUN-1997 10:32:00

My e-mail seems to be acting up, thought I sent this to you but have no record of it . . .

Todd asked that I send you the names of those who will attend the staff meeting with the Chief of Staff on Wednesday:

Edwin Thomas

Government service began in 1991 as a Mail Analyst, White House Correspondence Office; joined the Executive Clerk's Office in 1992.

Sherman Williams

Government service began in 1991 at the National Archives; began work in the White House Office of Records Management in 1992; joined the Executive Clerk's Office in July 1996.

Among other duties, Ed and Sherman transmit the President's messages, treaties, and nominations onto the floors of the House of Representatives and the Senate.

TIM/CLERK

6/4/97

Phil -

Here are brief descriptions for
our staff members who will
meet with Euskie Bowles
tomorrow. Let me know if
you want any changes.

Thanks, Du

Patrick Briggs, Deputy Director, Office of Presidential Inquiries (on staff since 2/93)

Patrick's office fills requests from the public for cards from the President that acknowledge special occasions (e.g., birthdays, anniversaries, weddings). His office also receives calls from members of the public who wish to express opinions and ideas to the President.

Michelle Houston, Director, Gift Unit (on staff since 2/90)

Michelle's office receives and processes all gifts to the President, First Lady, Chelsea, and members of the White House staff. Gifts are valued and information regarding them is recorded in the office's database. Her office is also responsible for the preparation of the First Family's Foreign Official Gift Report and the gift portion of the First Family's Public Financial Disclosure Report.

Maureen Hudson, Deputy Director for Messages, Office of Presidential Letters and Messages (PLM) (on staff since 7/71)

Maureen is responsible for editing virtually all messages that will bear the President's signature. Messages are letters sent to groups when the President is unable to attend an event hosted by the group or are issued to commemorate an occasion (e.g., Easter, Yom Kippur). Maureen also edits Presidential proclamations and letters of condolence from the President.

Diane Ikemiyashiro, Writer, Office of Presidential Letters and Messages (PLM) (on staff since 6/95)

Diane is one of six writers responsible for the preparation of letters and messages that will bear the President's signature. This involves drafting the letters and messages and clearing them, as necessary, with the appropriate policy offices within the White House or at the federal agencies. Diane worked as an intern in PLM prior to becoming a staff member.

Cyril Jones, Mail Analyst and Deputy Director of Special Projects, Office of Mail Analysis (on staff since 8/89)

Cyril is one of six correspondence analysts responsible for reading incoming mail to the President and coding that mail for response or distribution to the appropriate White House office. Cyril, in coordination with a second Office of Correspondence staff member, serves as a liaison to members of the public who may be dissatisfied with the response they have received from the President or whose concerns otherwise require special attention.

Catherine Kitchen, Staff Assistant, Office of Presidential Letters and Messages (PLM) (on staff since 1/96)

Catherine first worked as an intern in the office of the Director of Correspondence. She currently is responsible for assigning requests for messages from the President to the department's writers for the preparation of drafts and for tracking the progress of those messages through the drafting and editing process.

Sharon Lewis, Administrative Assistant, Office of Mail Analysis (on staff since 9/76)

Sharon prepares in final all form responses from the President and the Director of Correspondence. She also supervises Mail Analysis volunteers who enter information into the Correspondence Department database.

Earlene Rick, Night Supervisor, Office of Presidential Support (on staff since 12/80)

Earlene is one of nine staff members who prepare in final form all documents for the President's signature created by the Office of Correspondence, the Office of the Staff Secretary, and the Office of the Executive Clerk.

Sue Smith, Director, Office of Agency Liaison (on staff since 3/93)

Sue's office assists members of the public who have written or called the President or First Lady seeking help. Her staff refers many of the requests to established contacts at the federal agencies or works with private sector organizations to resolve them.

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

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TIM/CLERK



James A. Dorskind

06/02/97 04:25:59 PM

Record Type: Record

To: Todd Stern/WHO/EOP

cc:

Subject: My preliminary list

Anna White (Deputy Director, Student Corresp./Staff Sec'y backup)

Catherine Kitchen messager

~~Stephen Nolet (Director's Office -- photo guy/admin. contact for the department)~~

Sue Smith (Director, Agency Liaison)

Diane Ikemiyashiro (Writer)

Chris Baer (Typist in Presidential Support)

Cyril Jones (Mail Analyst/deputy for special projects (e.g., handles constituent complaints)

Michelle Houston (Director, Gift Unit)

Patrick Briggs (Deputy Director, Presidential Inquiries (Greetings, Comment Line)

Some random thoughts:

Maureen Hudson would also be good, but she may be too senior, unless we swap somebody else out; Jan already spent some time with Erskine on his first visit over here; if the meeting is going to be late enough in the afternoon, we could put in Earlene Rick in place of Chris Baer, in order to provide some night staff representation.

Let me know what you think.

JD

Shorman + Ed

x 67451

June 2, 1997

MEMORANDUM FOR: TODD STERN
ASSISTANT TO THE PRESIDENT

FROM: TERRY GOOD *Good*
OFFICE OF RECORDS MANAGEMENT

RE: REQUEST FOR FOUR REPRESENTATIVES
TO MEET WITH THE CHIEF OF STAFF

Saved as
h:\ormreps.wpd
— *for*

Lee Johnson and I have selected the following individuals with the belief that they will bring to a Chief of Staff meeting some thoughts, insights, and perspectives that would contribute to an understanding of the place, role, and views of the non-political staff sometimes known as the career staff. Further, these four individuals' combined responsibilities and knowledge of ORM's mission will assure, if the discussion turns to this subject, that ORM's mission and operation will be explained adequately. Certainly, the other ORM members could contribute to a meeting with the Chief of Staff, but Lee and I believe that, on this occasion and given the four person limit, these four will speak articulately to any questions raised, with candour and varying degrees of historical perspective.

Theodoric (Ted) James EOD: November 1961 (initially a detailee) GS 9 / Step 10

A Mississippian who came to WDC to finish high school. Worked the night shift during his Howard college days. Knows the history of ORM and specializes in the processing of the more important documents.

Phyllis Tucker EOD: December 1990 GS 9 / Step 4

A Pennsylvanian single mother who is raising three boys. Took courses at NOVA, Univ. of MD, and Strayer where she received a degree in computer science while working full-time. Previously worked in what is today the Office of Administration's Information Systems and Technology Division. Has taught some software programs on a part-time basis. Knows the technology associated with ORM's computer and optical systems.

Myra Freeman EOD: December 1989 GS 8 / Step 6

A North Carolinian who did a hitch in the Army. Worked for the National Archives in the National Records Center in Suitland MD. Was highly recommended by her supervisor there and has not disappointed us. Knows the ORM day-to-day operation and the processing of the correspondence, scheduling, and resume files which constitute a significant portion of ORM's holdings.

Philip (Phil) Droege (Dro - gee) EOD: July 1990 GS 8 / Step 5

A Marylander who taught high school in New York and decided to switch to working in ORM. Has an over-all perspective and knowledge of ORM's mission, having worked in several of its sections.

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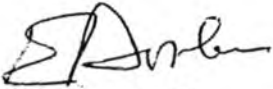
THE WHITE HOUSE

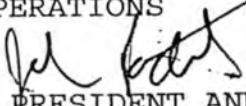
WASHINGTON

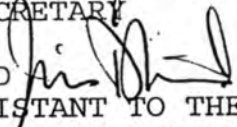
March 23, 1995

MEMORANDUM FOR SENIOR STAFF

FROM:

ERSKINE BOWLES 
DEPUTY CHIEF OF STAFF FOR
WHITE HOUSE OPERATIONS

JOHN D. PODESTA 
ASSISTANT TO THE PRESIDENT AND
STAFF SECRETARY

JIM DORSKIND 
SPECIAL ASSISTANT TO THE PRESIDENT AND DIRECTOR
OF CORRESPONDENCE AND PRESIDENTIAL MESSAGES

SUBJECT: Guidelines for Presidential Messages

We are pleased to provide you with the Correspondence Department's updated guidelines for the preparation of presidential messages. Messages are written statements that are generally read or presented at group events, such as meetings, conventions, or other functions that commemorate a special occasion or honor an individual. They are an extremely effective means of reaching out to constituents and communicating the Administration's positions on a wide variety of issues.

If we are to produce quality messages for your office that convey the President's vision and address the needs of all constituent groups, it is critical that your office adhere to these guidelines and that requests are made in a timely and orderly fashion.

Please advise your staff about these guidelines and distribute copies to anyone in your office who handles message requests. In addition, you and your staff may contact the Director of Presidential Messages, Carmen Fowler (x6-5505), or her assistant, Lori Abrams (x6-5499), whenever you have questions about the preparation of presidential messages.

The Correspondence Department looks forward to continuing to help you serve constituents across the country who are interested in receiving presidential messages. If you have any suggestions for improving the process, please let Jim Dorskind (x6-5460) or Carmen know.

Thank you in advance for your cooperation and assistance.

Attachments

March 22, 1995

GUIDELINES FOR THE PREPARATION OF PRESIDENTIAL MESSAGES

Presidential messages are written statements to be read or presented at group events, such as meetings, conventions, or other functions that commemorate a special occasion or honor an individual.

I. Procedures for Requesting A Presidential Message

Requests must be received by the Office of Presidential Messages (PM) at least three weeks prior to the date the message is needed -- whether that is the event date or a print deadline. The office is open weekdays from 8:00 a.m. to 6:00 p.m., and the phone number is x6-7487, fax: x6-2806.

The request must be **in writing** and must provide the complete name and address of the individual or group making the request, background information about the group (i.e., describe its membership and mission), the date of the event, any printing deadline, and the target audience. Whenever possible, a draft message should be supplied with the request.

If, for some reason, it is impossible to make the request at least three weeks in advance (e.g., when the President has been forced to cancel a scheduled appearance at the last minute and wishes to send a message instead), the request should be submitted as early as possible before the date the message is needed.

In these cases, it is vital that the necessary research be completed and attached to the request with all other pertinent information, including a draft message. This material is critical because requests made with little lead time require a staff member to "walk through" a message for editorial review and clearance. This is a time-consuming task and is a large drain on limited staff resources. Accordingly, a memo **signed by the Assistant to the President or a Deputy Assistant to the President** in your office should also be attached, justifying why the message is needed on such short notice.

Requests received with **less than four days'** notice will be honored **only in exceptional circumstances**.

II. Types of Message Requests that WILL Be Honored by PM

o Messages for National Organizations: Annual Meetings, Conventions, or Events

Messages are prepared for annual meetings, conventions, or events of **national** organizations. Normally, the organization sponsoring the event must be nonprofit (e.g., educational, health, and scientific groups; trade associations; ethnic groups; fraternal organizations; and nonprofit service groups).

Annual events include, among others: ethnic celebrations; military reunions; amateur sports championships; and international events held in the United States.

In addition, because many local groups never meet in a national forum, requests are honored for some local organizations or local branches of major national organizations.

o Messages for Milestone Events

Messages are prepared for anniversaries in 5-year increments (e.g., 10th, 15th, 20th, etc.), commencing with the 10th anniversary. Examples of organizations and events that receive messages include:

- art and cultural groups
- business and professional groups, such as bar and medical associations
- civic groups, such as The Red Cross and chambers of commerce
- historic events
- hospitals and health facilities
- international events held in the U.S.
- magazines and major newspapers
- religious orders and denominations
- schools and colleges
- service organizations, such as the Jaycees and Kiwanis
- state, counties, and major cities
- trade associations

- o Messages for Awards and Testimonials

Messages are prepared for tributes to civic and political leaders and distinguished personalities in entertainment, sports, and academia. Messages also are prepared for individuals who are being honored for significant contributions to their communities, or for an especially worthy endeavor. (These requests are generally limited to national or state-level requests and should come with appropriate background material.)

- o Messages for Commemorative Observances and National and Religious Holidays

Messages are prepared for national days, weeks, and months (e.g., National Professional Secretaries Day and Week, African American History Month); national holidays (e.g., President's Day, Martin Luther King, Jr., Day); and religious and ethnic holidays (e.g., the Jewish High Holy Days, Easter, Christmas, Chinese New Year).

III. Message Requests that WILL NOT Be Honored by PM

There will be:

- o No Messages for Political Events

All such requests should be forwarded to the Office of Political Affairs, attention Donald Dunn x6-6257.

o No Messages for Events Where the Primary Purpose is Fundraising

PM does not prepare messages for fundraisers unless the President has personally expressed an interest in supporting a specific cause.

o No Messages for Semi-Annual, Quarterly or Monthly Meetings

Messages are prepared for annual meetings only.

o No Messages for Subgroups of National Organizations

As a general rule, messages are only prepared for annual events of national organizations. For instance, we would address the yearly meeting of the American Bar Association (ABA), but not the annual meeting of the Litigation Section of the ABA. Similarly, a message would be prepared for the annual meeting of the Girl Scouts of America, but not meetings of local Girl Scout troops.

There are three exceptions to this rule:

- o It only applies where there is a national umbrella. That is, if the largest meeting of a group is at the regional or state level, a message **will** be prepared for the regional or state group.
- o A message **will** be prepared for a local group where the nature of the group's work is local volunteer service. For instance, a message would be prepared for the local Jaycees or Kiwanis groups.
- o When requested, we will send copies of the national group's message to its local offices, chapters, etc.

- o No Messages for For-Profit Organizations or Commercial Ventures

The only exception is for businesses celebrating a milestone event (e.g., the XYZ Company's 50th year in business).

- o No Messages to Honor Sitting Judges
- o No Messages for Beauty Contests or Pageants
- o No Messages for Events Held Outside the U.S. Without Official U.S. Government Endorsement

Ordinarily, messages will not be prepared for foreign groups holding events abroad. Exceptions include:

- o American groups with overseas affiliates;
- o international organizations with large U.S. branches holding a meeting abroad;
- o events recognizing "sister city" relationships between U.S. cities and cities abroad; and
- o international exchange students participating in U.S. programs.

Messages will not be prepared for Americans to carry abroad unless the requests meet the above-mentioned criteria.

- o No Messages Where Vice President or First Lady Has Provided Message Already
- o No Messages for Military Events Unless Cleared through the White House Military Office.

MEMORANDUM TO SENIOR STAFF

FROM: ERSKINE BOWLES
DON BAER
MIKE McCURRY
TODD STERN
STEPHANIE STREETT
ANNE WALLEY

SUBJECT: PRESIDENTIAL VIDEO REQUESTS

As part of our continuing effort to make the best use of the President's time, the Scheduling Office is instituting a new process for the submission of video requests. Effective immediately, all staff must provide the following:

- 1) Complete all the information on the attached scheduling form including whether the organization has agreed to pay for the video. (The White House does not have a budget for this service.)
- 2) Attach a proposed script that has been reviewed by White House staff for appropriate content.
- 3) Designate a staff contact to write and submit a clear and concise briefing memo to the Staff Secretary. If the video is accepted, the briefing memo should include:
 - a. The organization or person requesting the video.
 - b. The basis for deciding to do the video.
 - c. Appropriate background so that the President is well-informed about the organization and event.

The staff contact will also be required to brief the President before the video.

Video proposals must be received in the Scheduling Office at least two weeks in advance of the date requested. Staff members who wish to request a video message for an event that was regretted by the Scheduling Office must submit a new proposal with the above information attached. Any requests sent to the Media Affairs Office directly will be returned to you. **There will be no exceptions to these procedures.**

If you have any questions, please contact Margo Spiritus at 6-2823. Thank you for your cooperation.

VIDEO REQUEST PROPOSAL

TODAY'S DATE __/__/__

_____ ACCEPT	_____ REGRET	_____ PENDING
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TO: Stephanie Streett
Deputy Assistant to the President &
Director of Scheduling

Anne Walley
Deputy Assistant to the President &
Director of Scheduling

FROM: Assistant to the President

REQUEST: Video for which group or individual?

PURPOSE: Reason why the President should honor request?
What is the desired outcome?

DATE AND TIME: Drop dead date by which the video is needed?
Date the video will be shown?

SOURCE OF PAYMENT: Has the group agreed to pay for the video?

BACKGROUND: * How big is the viewing audience?
* Where will the video be shown (city/state)?
* Will the video be used anywhere else?

DURATION: How many minutes should the video be?

REMARKS ATTACHED: Is the script attached to the request? (If it is not
it will be automatically returned to you.)

STAFF CONTACT: White House contact responsible for the video
and their phone number.

ORIGIN OF PROPOSAL: Invitation or White House staff generated?

VIDEO FOR (name of organization or person)

This attachment should include the following information. It may be laid out in this order, but that isn't required:

- **The organization or person that the video is for.**
- **The purpose for doing the video.** Why have we decided to do it? In what way is doing it beneficial to the President's objectives?
- **Background information about the organization and event.** Tell the President what he needs to know to be properly informed, but be concise.

[This attachment will be appended to an event memo prepared by Media Affairs that will list all the videos the President is doing on a given day. This attachment should in no event exceed one page.]

Once your video has been accepted, please return this portion of the memo to the Staff Secretary's office.

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

31-Oct-1995 01:40pm

TO: Phillip M. Caplan
FROM: Gabrielle M. Bushman
 Office of Communications

SUBJECT: staff contacts for videos

These are the people that I have been dealing with for Friday's videos:

Armed Services - Military Office
Ad Council - Jeremy BenAmi
Saved by the Bell - Julia Moffett
Future Farmers of America - Marilyn Yager
AXA World Ride - Erskine/Pam
National Alliance of Black School Educators - Lee S./Danny Wexler
National Council for Resource Development - Mack/Patty McHugh
Tribute for John Broderick - Wendy Smith

Thanks!

THE WHITE HOUSE
WASHINGTON

October 23, 1995

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MEMORANDUM TO WHITE HOUSE STAFF

FROM: NANCY HERNREICH *NH*
DEPUTY ASSISTANT TO THE PRESIDENT
AND DIRECTOR OF OVAL OFFICE OPERATIONS

SUBJECT: RADIO ADDRESS POLICY

It has come to my attention that many staff members may not be aware of the guidelines for bringing guests to the President's Saturday morning Radio Address. Please review the following policy.

Spaces in the Radio Address may be reserved on the following priority basis:

1. Personal friends of the President visiting from out of town;
2. Photo opportunities that can not be scheduled during the regular work week;
3. Permanent White House staff and their **immediate** families;
4. Cabinet Secretaries and Appointees and their **immediate** families.

All requests should be sent to Rebecca Cameron either by mail (1FL, WW), fax (x66703) or e-mail (CAMERON_RA) at least **two weeks** prior to the date requested. No one will be permitted without reservations. Late requests will only be considered if there is room available. Staff should notify their guests that the Radio Addresses are subject to cancellation and will not be confirmed until the Friday before the address.

Staff requesting that family members attend the Radio Address **must** accompany them to the address.

We hope these guidelines will help to maintain this unique experience for you and your family, while at the same time preserving the President's time. Thank you for your cooperation.

THE WHITE HOUSE
WASHINGTON

MEMORANDUM TO SENIOR STAFF

FROM: ERSKINE BOWLES
DON BAER
MIKE McCURRY
✓ TODD STERN
STEPHANIE STREETT
ANNE WALLEY

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TODAY'S DATE __/__/__

☐ ACCEPT	☐ REGRET	☐ PENDING
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Once your video has been accepted, please return this portion of the memo to the Staff Secretary's office.

To: Erskine
Todd
Phil
Barry
From: JA
Re: Daily Memo to the President

The Basics

White House staff is asked to supply the Chief of Staff's Office with copy on a hard disk or to e-mail a word perfect document by 3 p.m. every day (in reality, things drift in until 5 p.m.).

Adam Kreisel will blend the contributions into one memo using a long established format.

The editor (Phil on Friday, Todd on Monday and Tuesday and Barry until I get back) looks over the document to determine what is not worth the President's attention and to clean-up language.

Erskine (or Leon next Wednesday) does further edits and signs it.

Adam gets it to Staff Secretary who makes sure it is promptly faxed to the President.

Who Contributes

The mainstays have been cabinet affairs, political affairs, legislative affairs and NSC. I have also talked to Michelle Jolin at the CEA about contributing daily (since there is economic news almost every day).

NEC and DPC contribute sporadically (Rasco may want to put in longer issues summaries - take a look at them to see if they are suitable), Harold should be asked next week (he used to contribute but gave up the past few months).

Public Liaison contributed for the first-time Wednesday, courtesy of Lee Satterfield.

If some issues fall through the cracks I end up writing a blurb or two.

It is essential to pick up activities at the morning meeting and to pursue those who might contribute a paragraph or two (Emerson mentioned a California Affirmative Action meeting today - I asked him to summarize the conclusions.)

Style

Attached are previous efforts. The short paragraph works well, I think. Longer pieces can be included as attachments.

I'll be at 616-547-6706 in the unlikely event that you need me.

THE WHITE HOUSE
WASHINGTON

August 15, 1995

MEMORANDUM FOR THE PRESIDENT

FROM: LEON E. PANETTA
CHIEF OF STAFF

SUBJECT: TUESDAY'S ACTIVITIES

CONGRESSIONAL ISSUES

House Update

A federal appeal court refused to order Reps. Waxman (D-CA) and Wyden (D-OR) to turn over internal documents the Congressmen received from a whistleblower at Brown & Williamson Tobacco Company. The two Congressmen are constitutionally protected from having to provide the documents to the cigarette maker, said the U.S. Court of Appeals for the District of Columbia Circuit.

Senate Update

Senator Gregg today announced that environmental laws and programs must be reformed, but not slashed, as the House has proposed. Gregg stated that the Senate opposes and will scale back the House's proposed cuts to the Environmental Protection Agency and other initiatives.

Gregg also commented on welfare reform. He predicted that Congress would send a bill to the President that would put a five-year, lifetime cap on benefits, require recipients to work, and deny benefits to illegal aliens.

DOMESTIC ISSUES

Hurricane Felix

Hurricane Felix is packing winds in excess of 80 miles per hour and is located about 500 miles east-southeast of Cape Hatteras, North Carolina. Large swells from the hurricane are beginning to cause dangerous surf conditions, including coastal flooding.

A hurricane watch has been issued from Cape Henlopen, Delaware to Lighthouse Point, North Carolina. A warning has been issued from

Little River Inlet, South Carolina to Chincoteague Island, Virginia.

State Emergency Centers are planning to initiate operations late this afternoon. Evacuation orders have been issued on the North Carolina Outer Banks. Both FEMA Regions III and IV are on alert.

Tobacco -- Media

The majority of media outlets were saturated last week and over the weekend. HHS and White House Media Affairs participated in interviews with 45 editorial board and sent written materials to hundreds of others. In addition, Friday and yesterday, White House, HHS and FDA officials participated in radio interviews in New York, Detroit, Pittsburgh, Atlanta, Seattle, Raleigh-Durham, Chapel Hill, Chicago, Portland, D.C., Chatanooga, Miami, Atlanta, Charlotte, Philadelphia, Sacramento and San Francisco. In addition, Friday, yesterday and this morning, Secretary Shalala and other HHS officials participated in nationally syndicated radio shows. Secretary Shalala appeared on "Nightline" last night, and Commissioner Kessler appeared on "This Week with David Brinkley" on Sunday. While the press operations are working to set up more radio interviews, the interest among radio stations is waning.

On Friday, the FDA will release the administrative record that forms the basis of its proposed claim of jurisdiction. FDA expects significant print press attention to this release.

Ersine Bowles is working with the Department of Education to include the smoking message in the administration's Back to School campaign involving celebrities and community leaders across the country.

Tobacco -- Outreach to Organizations

Tomorrow, Alexis Herman will host a meeting with convenience store owners, who are supportive of your initiative, to let them know how they can be helpful. HHS will host a meeting Thursday with the heads of the health and anti-tobacco lobbying organizations to discuss their efforts to mobilize grassroots support and to sponsor a potential paid media campaign. On Friday, Alexis Herman will host a meeting with evangelical Christians to see if they will be supportive and helpful as well. Later this week, her staff will work with the Departments of Commerce, Agriculture, Education and the Small Business Administration to plan similar meetings with teacher and parent groups and to discuss how to work with the farm and business communities.

Tobacco -- Ongoing Organizational Structure

HHS is setting up a team to coordinate with the White House on ongoing media, outreach and research efforts. Harold Ickes and Erskine Bowles will host semiweekly meetings with appropriate HHS and White House staff to coordinate these efforts.

Guidance to Agencies for FY 1996

Attached is draft guidance from Alice Rivlin to agency heads on the issue of preparing for appropriations levels for FY 1996. It represents our decision to give the agency heads the flexibility to design their own responses in consultation with OMB. The memo will go out Thursday.

Labor Department Raid

The Labor Department released a list today of 14 manufacturers and 18 retailers who allegedly benefitted from a "contract shop" in El Monte, California where more than 60 workers toiled up to 22 hours a day for as little as \$1.60 an hour. "

Clothing made in this LA sweatshop are sold at major retail stores such as Neiman Marcus and Sears, Roebuck and Company.

Last week federal agents raided the sweat shop and charged 6 Thai nationals suspected of running the operation with illegal immigrants.

Secretary Reich announced that major retailers would participate in a retail summit to develop industry monitoring of contract shops. The summit is scheduled for next month.

Cisneros Story

Press is quoting Secretary Cisneros as saying he would leave the Clinton Administration at the end of 1996. Kitty Higgins spoke to the Secretary. He was interviewed by the editorial board of the San Antonio paper on a recent visit home. They asked whether he planned to return to San Antonio, and if so when. He indicated he would return with his family at the end of the first term. He also said he'd work very hard between now and then to re-elect the President. The conversation was informal and he did not intend to make any news.

POLITICAL ISSUES

Preview of Television Ads

With the ads set to begin running tomorrow, Chairman Fowler was set to do a press conference today at 3:00 PM EDT to show the ads

to the press.

There is a conference call tomorrow with the Leadership from the House, Senate, Governors, mayors, and state legislative leadership. We will talk about amplification of the ads (they're being shipped by Fed Ex today to the Leadership as well as the Governors and state party Chairs from the 13 states where the ads are scheduled to run).

Iowa Straw Poll

The Iowa straw poll is set for this weekend (August 19) with a flurry of charges and counter-charges. Sen. Specter pulled out after accusing his opponents of trying to "buy" the election. Lamar Alexander is flying in three planes of people to Iowa, and Sen. Gramm is providing transportation and free tickets to employees at eight meat packing plants in Iowa, Nebraska, and Illinois.

Common Cause/FEC Report

Common Cause released a study of the June 30th FEC reports which indicates that 45 percent of the money raised for the Republican House class of 1994 came from PACs. This compares to 22 percent in the 1993-94 for the same period.

Favorable "Washington Times" Article

Attached is a favorable Washington Times article commenting on your "new political strength" (clip enclosed).

Race-Based Voting District Case

The Georgia legislature begin meeting yesterday to redraw the state's Congressional districts following the Supreme Court's decision to overturn the 1992 redistricting (clip enclosed).

FOREIGN POLICY

No new developments since Tony's briefing this morning - we will continue with the foreign policy updates tomorrow.



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

GENERAL COUNSEL

DRAFT

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Alice M. Rivlin
Director

SUBJECT: Contingency Planning For Agency Operations in
Fiscal Year 1996

In a July 26th Memorandum, I requested that heads of departments and agencies temporarily refrain from taking actions to prepare for final appropriations levels for fiscal year 1996, pending general guidance. The purpose of this memorandum is to advise you that you should now develop and submit for review plans that you believe are necessary to prepare for agency operations in FY 1996.

As the start of fiscal year 1996 approaches, prudent management requires that we take steps to plan for agency operations in the new year. This includes, to the extent practicable, planning for possible levels of final annual appropriations within the range of potential congressional action for FY 1996. While it is of course not possible in many cases to predict what those levels will be, sound management suggests that action be taken now to plan and prepare for likely contingencies, particularly if reduced funding is expected.

If you believe that actions are necessary now, prior to the start of FY 1996, to plan for reduced appropriations, you should submit a proposed plan to OMB for review. The plan should of course be based on your own best judgment as to the proper course of action for your agency. OMB will review promptly any plan submitted, with due deference to your management judgment.

The full range of management tools is available to you, including reductions in procurements or service contracting, furloughs, and reductions in force. Your planning should take into consideration the substantial lead times necessary to use some of these tools (i.e., notice requirements for reductions in force or contract cancellations).

Contingency planning for any agency reductions affecting personnel should be developed in close consultation with employees and their authorized representatives. Agencies are also reminded to comply with all applicable bargaining agreements.

This memorandum does not address spending under a continuing resolution. (We will provide guidance for agency operations under a continuing resolution should it become necessary.) Nevertheless, agency planning for final 1996 appropriations levels will be made particularly difficult if it is necessary to operate temporarily under a continuing resolution at the start of the fiscal year. It would be advisable, therefore, to take into consideration the possibility of a temporary continuing resolution as you plan for final appropriations action.

This guidance is effective immediately. Questions should be directed to your OMB program examiner.

Clinton goes on vacation with new political strength

By J. Jennings Moss
THE WASHINGTON TIMES

President Clinton leaves behind a number of brewing conflicts with the Republican Congress as he heads West today for nearly three weeks of vacation.

White House officials believe, however, that Mr. Clinton is in about the best political shape of his presidency, mostly because he has spent the last few weeks redefining his role.

Mr. Clinton has issued specific challenges to congressional Republicans. He has threatened to veto many of the 1996 spending bills moving through Congress. He has started a regulatory war against teen-age smoking. And he has elevated environmental protection to a higher plane.

Such positions have helped Mr. Clinton's standing in the polls, his aides say. A recent Wall Street Journal-NBC poll showed that 47 percent of the public approved of his performance, while 44 percent disapproved.

More important to the White House, 49 percent of respondents had either very positive or somewhat positive feelings about Mr. Clinton. Only 34 percent had very negative or somewhat negative feelings.

Compared with the last two presidents who won re-election, Mr. Clinton is in good shape. At the 30-month point in his presidency, Richard Nixon had 48 percent approval, and Ronald Reagan had 43 percent.

Both men won landslide victories the next year.

September will be a crucial month for Mr. Clinton as he and Congress confront differences over the fiscal 1996 budget and

as lawmakers attempt to override Mr. Clinton's veto of the bill that would end U.S. participation in the arms embargo on Bosnia.

Before confronting those realities, White House officials hope he will relax in Jackson Hole, Wyo., and Honolulu.

"He's going on vacation," White House Press Secretary Michael McCurry said.

"If he's a lucky guy, he won't have a lot on his mind. He'll be worried about the budget. He'll be worried about the fact that when he comes back this fall there will be very complicated discussions with the Congress to try to avert a crisis," Mr. McCurry said.

Even some of Mr. Clinton's critics in the Democratic Party concede that the president is doing moderately well.

"I would say he's in as good a shape as he could be considering the way he's screwed up the last 2½ years," said Terry Michael, a Democratic consultant.

But Mr. Michael said the president should move carefully when he returns. "The biggest mistake he may make is to pursue a veto strategy on the budget that will make him oppose something most voters support, which is a smaller role for the federal government."

Mr. Clinton, with first lady Hillary Rodham Clinton and daughter Chelsea, will be in Jackson Hole through Aug. 31. Their vacation choice allows time for hiking and rafting in Grand Teton National Park, as well as for Mr. Clinton's passion for golfing.

At the end of the month, Mr. Clinton will travel to Hawaii for three days of events to mark the 50th anniversary of the end of World War II.

Georgia Trying to Redraw Race-Based Voting Districts

By KEVIN SACK

ATLANTA, Aug. 14 — With states around the country watching anxiously, Georgia's Legislature convened a special session today to draw new Congressional districts after the United States Supreme Court rejected a district map designed explicitly to elect black representatives.

The special session will focus on issues that are central to the new political and racial dynamic in the South, a region where the electoral interests of blacks and Republicans have suddenly coincided.

On a national level, it may begin to answer a new question at the heart of the power play known as redistricting: how do lawmakers balance the requirements of the Voting Rights Act, which makes it illegal to diminish minority voting strength, against the demands of a vague Supreme Court decision that makes it unconstitutional to use race as the predominant factor in drawing electoral districts?

"Where the middle ground between those two parameters is, who knows," said State Representative Charles C. Clay, a Republican from Marietta, the heart of the emerging

to pull pockets of predominantly black populations into the same district. The effect of the serpentine designs was to concentrate black voters, who had reliably furnished votes for Democrats in many districts, into a few districts. In 1994, that helped Republicans win a majority of Congressional seats in the once solidly Democratic South and gain a majority in Congress.

Nowhere was the growth of Republican political power more striking than in Georgia. In 1994, the state had eight white Democrats, one black Democrat and one white Republican; now, after gaining a seat because of a population increase, it has eight white Republicans and three black Democrats.

The Supreme Court's decision in June to reject Georgia's districts has pitted black Democrats, who want to preserve their three seats, against white Democrats, who seem willing to jettison at least one black member of Congress if doing so would increase Democratic numbers over all. The battle, which may be replicated in other Legislatures around the South, is particularly poignant in Georgia, home to both the civil rights movement and Speaker Newt Gingrich, the prime beneficiary of growing Republican strength in the South.

Although both houses in Georgia's Legislature are controlled by Democrats, black Democrats and Republicans have the numbers to unite and block plans that would diminish their power in Congress. Many black leaders say electing black representatives is a far higher priority than electing more Democrats to Congress.

"I don't think you can put on our backs the responsibility of resurrecting the Democratic Party in the state of Georgia," said the Rev. Joseph E. Lowery, president of the Southern Christian Leadership Conference.

Lawmakers arrived at the Capitol this morning with no sign that a consensus would be reached on a new redistricting plan. In the only indication of a looming compromise, black legislators submitted a new plan to House leaders today that would create two districts with majorities of black voters and a third district that would be about 49 percent black. They previously had insisted on three districts with black majorities, under the slogan: "Three seats and no retreat."

A. Lee Parks, a lawyer for the plaintiffs in the case that led to the Supreme Court ruling, said the situation had been understandably trying for black lawmakers. "They've never had to go backward," he said.

"Reapportionment has just always meant: 'We get more.' When you see black legislators, you can just see the anguish."

Many lawmakers and observers say emotion might make it impossible for the Legislature to reach a consensus in time to prevent a Federal district judge from drawing a new map himself. A hearing on the issue has been scheduled for Aug. 22 by Judge Dudley H. Bowen Jr., a Jimmy Carter appointee on the United States District Court for the Southern District of Georgia, in Augusta, who originally threw out Georgia's plan as unconstitutional.

As the special session got under way, Representative Cynthia A. McKinney, whose 11th District, 250 miles long, was the subject of the Supreme Court case, led several hundred marchers around the grounds of the Capitol.

"The Legislature better come up with a plan," Ms. McKinney said, "because the worst thing in the world would be for an unfair, prejudiced, political court to take away the people's prerogative to draw their own districts."

The House Speaker, Tom Murphy, a crusty, cigar-chomping Democrat who has served longer than any other sitting Speaker, asked Judge Bowen today to grant the state more time. But Mr. Murphy seems to realize the political difficulties that his members are about to face.

"You can't take the politics out of politics, I don't think," he said, "and when you've got 11 Congressional districts, you've got a lot of politics in it."

In welcoming his members this morning, Mr. Murphy warned: "It will get mean before it's over, that I can promise you."

A battle over voting districts: blacks on one side, Democrats on the other.

Republican power base in the Atlanta suburbs.

The redrawing of Georgia's Congressional map, the first to be thrown out by the Supreme Court in this decade, is being scrutinized in Florida, Louisiana, North Carolina, Ohio and Texas, where districts are also being challenged in the courts as racially based. Lawsuits are being considered in several other states.

"Other states are watching this," said Prof. Charles S. Bullock, a political scientist at the University of Georgia, "because it's certainly not clear where you draw the line between a situation where race is the dominant factor, which the Court says is not constitutional, and where race is one of several factors, in which case it's acceptable."

In each of the states in question, lawmakers drew meandering districts, sometimes no wider than an Interstate highway, river or bridge,

THE WHITE HOUSE
WASHINGTON

AUGUST 16, 1995

MEMORANDUM FOR THE PRESIDENT

FROM: LEON E. PANETTA
Chief of Staff 

SUBJECT: WEDNESDAY ACTIVITIES

POLITICAL ISSUES

Senator Bradley

As you know, Senator Bradley announced that he would not seek reelection in 1996. A copy of his statement is attached.

Senator Bradley has scheduled a news conference for tomorrow to discuss his future plans. As you can see from the attached statement, you should not expect him to contest the Democratic Primary, but he has left the door very open to a third party candidacy.

GOP Medicare Ads

The Republicans have countered our Medicare ads with 60 second radio ads in targeted Congressional districts. They have not released figures on the buy, but it is believed to be light. There may be a heavier saturation in the upcoming weeks now that the Republicans have an indication of our media plans. A copy of the press release by the Missouri Republican Party and a transcript of the radio ad targeted against Dick Gephardt is attached.

The following Democratic Members have been targeted: Bonior, George Brown, DeLauro, Fazio, Frost, Gejdenson, Gephardt, Gibbons, Hamilton, Ward, and Pat Williams.

Tobacco -- California

The Field Institute prepared a report that found that 7 in 10 people polled in California would support a ban on cigarette advertising on billboards, and 3 in 4 people polled supported a ban on cigarette vending machines. 88 percent of those polled said retailers who sell cigarettes to minors should receive higher penalties.

DOMESTIC ISSUES

Immigration --Border Control

A class of 47 new agents will graduate from basic training at the Border Patrol Academy in Glynco, GA, on August 14. The graduates are headed for duty stations in the Laredo, TX sector.

Immigration -- Interior Enforcement

The INS reported removals were up 13% in June over the same month a year ago.

A special 21-day operation in El Paso involving the Border Patrol resulted in the seizure of smuggled drugs and the arrest of 7,800 deportable aliens.

Reproductive Health

In consultation with Legislative Affairs, OMB, Media Affairs, the Counsel's Office and other White House agencies, Karen Guss is drafting a brief article contrasting the Administration's record on reproductive health with the rollback the Republicans are trying to accomplish through the budget process. The article will be produced in camera-ready form and distributed to a wide range of local and national groups so that it can be inserted in their newsletters, mailings and other publications.

Housing Starts

Total housing starts increased by 7 percent in July, to a seasonally adjusted annual rate of 1.38 million units. Market analysts had expected a more moderate increase. This is the largest increase since March 1994, and shows that housing construction is finally reacting to lower mortgage rates. Building permits also increased a healthy 5 percent to an annual rate of 1.34 million in July units, slightly lower than their level a year ago.

Human Radiation Experiments Investigation

The report released tomorrow by Secretary O'Leary is simply a step in the process of the entire investigation; it is the fourth installment of a series published by DOE that lists the experiments the agency conducted. This report is based on your directive last year to all agencies to search their files and turn over records to

the independent Advisory Committee on Human Radiation experiments -- the investigative Committee you appointed last year. The Advisory Committee has seen these records and their final report will take them into account.

DOE is making the records public, as has been the practice. You are scheduled to receive the Advisory Committee's final report on September 22. The event on the 22nd will mark the culmination of their 18 months of investigative work. Their report covers all of the experiments sponsored by the government (not just DOE's) and will include recommendations about compensating the victims, toughening human research guidelines, and ensuring such experiments do not happen again. There is an interagency staff group at work on responding to the Committee's recommendations.

TRADE ISSUES

Central Bank Intervention In Foreign Exchange Markets

Yesterday, the Federal Reserve, Bundesbank, Bank of Japan, and Swiss National Bank aggressively purchased dollars on the foreign exchange markets. The central banks' intervention prompted the biggest one-day surge in the U.S. dollar in three years, moving the dollar to its highest level in nearly six months against the D-Mark and the yen. In New York, the dollar jumped from 1.44 DM and 93.6 yen on Monday to 1.47 DM and 96.7 yen yesterday. At noon today, the dollar was trading at 1.48 DM and 97.8 yen. (At the beginning of the month, the dollar traded at 1.38 DM and 88.4 yen. It reached a low of 81 yen in April.) Press reports attribute yesterday's 19-point fall in the Dow Jones Industrial Average to concerns that a stronger dollar will reduce exporters' earnings.

Japan's Trade Surplus

Japan's overall trade surplus fell to \$9.43 billion, from \$12.25 billion a year earlier, as the higher yen boosted imports and restrained exports. In yen terms, the decline in the surplus was even more dramatic (some of the decline in the yen-denominated surplus was offset by the depreciation of the dollar against the yen). At the same time, Japan's dollar-denominated surplus with the United States fell by over 30%, to \$3.87 billion. Imports from the U.S. rose by 29% and exports to the U.S. fell by 3%.

BUDGET UPDATE

Guidance to Agencies for FY '96

As noted yesterday, OMB has completed written guidance to agencies on how to plan for FY 1996 activities in light of final appropriations actions, and will soon send it to agencies.

We're expecting an opinion in the coming days from the Attorney General, telling us what difference, if any, the 1990 amendments to the Anti-Deficiency Act had on the subject of the severity of a government shutdown. This has to do with the definition of "essential" activities. When we get this opinion, we plan to ask agencies to update their shutdown plans and send them to OMB.

Constituency Outreach On The Budget

This week, conference calls with the disability groups and national law enforcement leadership on budget with state and local information will be completed. In addition, the Office of Public Liaison is coordinating a medicare event with Laura Tyson in Delaware.

DISASTER RELIEF

Hurricane Felix Update

Since 11:00 am, the hurricane has not moved significantly. The general direction of the storm is west northwest. The wind speed has not changed, however, the pressure at the eye has gone up slightly, indicating that the storm may be weakening slightly (963 mb - 970 mb). However, the eye of the storm remains within 50 miles of the warm gulf stream waters. If and when it reaches the gulf stream, the storm is expected to re-gain strength. James Lee Witt continues to prepare for possible major damage from the hurricane.

FOREIGN AFFAIRS

Developments on Iraqi-Jordanian Situation

The Principals Committee met on Tuesday to determine how best to use the defectors in Amman to further our policy goals. A State-headed team is departing tonight for Amman to coordinate with King Hussein and probe as to his intentions and plans. The military movements inside Iraq appear to be defensive and not threatening to Jordan.

Ambassador Albright and her French and British counterparts are making a demarche to Amb. Hamdun warning against any provocative acts toward Iraq's neighbors or UN personnel.

REMARKS
U.S. SENATOR BILL BRADLEY
August 16, 1995

I have always preferred moving to standing still. As a small forward with the Knicks and then as a U.S. Senator from New Jersey, I've had two of the best jobs in the world. Each kept me on the move, each offered unique perspective on America, and in each there came a time to go. So today I announce that I am leaving the U.S. Senate at the end of my term and I will not run for re-election.

It's possible to lead from the Senate and to make a difference in people's lives; I've tried to do that. But I've concluded that the U.S. Senate is not the only place to do either of those two things.

I want to thank the people of New Jersey who gave me their votes and their trust. Each of my three senatorial races drew me closer to them and forced me to grow in new and different ways. Election day is democracy's most intimate and important ritual. For all the polling, media and political strategy, I believe there is an essence in any campaign that conveys the bond between the candidate and the electorate on a particular election day, and ultimately, it is the bond that determines the outcome.

For nearly seventeen years my most memorable moments have come from the people I have met. I want to thank those New Jerseyans who told me their stories through their letters and during our encounters along the shore, at commuter terminals, in diners and town meetings, and in countless other settings. It's through the stories of people's lives that I have been moved and that I gained hesitancy about universal solutions. It's from their stories that I saw what a small role government plays in most people's lives and paradoxically it's where I felt the impact of decisions taken in Washington. I have received much more inspiration, insight, and good cheer from them than I could ever say. They reminded me daily of the resilience and power of the human spirit. Their New Jersey stories gave substance and emotion to abstractions about democracy, and each of their stories has now become a part of my story.

I've tried to listen to those I serve while using the judgement that I believe they elected me to exercise. Sometimes they vented their anger and frustration and, just by my listening, they seemed to feel better. I have included young New Jerseyans in my activities as a Senator because democratic participation must burst forth anew in each generation, like flowers in the spring. Unless the seeds are watered there will be no blossoms. I have paid attention to the religious community because I believe the right policy always starts with the right values. I have respected those who disagreed with me, especially when they took the time to write long letters detailing their disagreement.

Flying north from Washington in a small plane as the sun is setting, you reach a point where the sunlight on the Delaware River turns it into a metallic-looking band extending all the way from Trenton to the Water Gap. There lying before you is the New Jersey Peninsula bordered on the west by the Delaware and on the east by the Atlantic. New Jersey offers unexpected beauty, gives surprising economic opportunity and reveals vital human diversity. I have

achieved a greater understanding of the world with all its mixtures of religions and ethnicities by simply representing New Jersey. I have become deeply attached to the Jersey shore, to the mountains of the northwest, the flat farmland of South Jersey and even to certain places on the Garden State Parkway and the Turnpike. These New Jersey places have rooted me and given my life a sense of permanence. It has been an honor to represent our state in the United States Senate.

Over the years, I have been lucky to be assisted by competent staff who took public service seriously and believed they could make a positive difference in the life of our state and our nation. I believe we have.

During my time in the Senate I have tried to balance the private interests and the public interests; the rights of property owners and the needs of society; the big players and the forgotten players. I haven't always pleased everyone but I've tried to be consistent on the big issues such as the economy, race, and America's role in the world. I've also tried to take the long view, often passing up a headline to make sure that when I spoke I knew what I was talking about. Questions of structure, whether on taxes, trade or the environment, always interested me more than issues of marginal gain or questions of blame or strategies for partisan political advantage.

We live in a time when, on a basic level, politics is broken. In growing numbers, people have lost faith in the political process and don't see how it can help their threatened economic circumstances. The political debate has settled into two familiar ruts. The Republicans are infatuated with the "magic" of the private sector and reflexively criticize government as the enemy of freedom, and the Democrats distrust the market, preach government as the answer to our problems, and prefer the bureaucrat they know to the consumer they can't control. Neither party speaks to people where they live their lives. Both have moved away from my own concept of service and my own vision of what America can be. I am saddened on occasion when the media and politicians themselves, convey that politics is mean, cheap and dirty; that what we hold in common as Americans is somehow less than what we harbor in our hearts and minds for ourselves as individuals. I have never believed that.

As I listen to our current political debate, I feel that among the things missing are the big ambitions that have always guided Americans who settled this continent, ended slavery, won two world wars and saw our liberal democratic ideals triumph around the globe.

I am leaving the U.S. Senate but I am not leaving public life. The quest for a decent life and good wages for all Americans is shaped by many influences that work on many levels. The imperative to engage the world flows through many channels. The fight for justice occurs in many places.

I will expand my dialogue with the American people. I will continue to speak out and call it like I see it on race; on America's role in the world; on the economic plight of the middle class and the poor; and on the need for thorough-going reform that will remove special interests from elections and reduce their influence on government.

Aug. 15 '95 23:47

In the coming months, I will not lessen my efforts. To the contrary, I will increase them. As I leave the familiar surroundings of the U.S. Senate, I don't know where the future will lead. But I recall the words of Robert Frost: "The woods are lonely, dark and deep, but I have promises to keep, and miles to go before I sleep: and miles to go before I sleep."

* * * *

DRAFT TALKING POINTS FOR BB SUPPORTERS

* Senator Bradley has decided against running for reelection to the United States Senate in 1996 but he plans to remain an active voice in the national debate about the problems our country faces and the shape of our future.

* He will work to shape and focus national discussion on issues such as the economic problems of the middle class, a fairer tax system, the importance of honest dialogue around race, and what America's role in the world should be in the future.

* Bradley made his decision because he believes all the answers aren't in Washington, and all the solutions aren't in government.

* Our political system and the two political parties aren't addressing the real problems of the country - what families care about and what they worry about.

* Bill Bradley will work to fix the broken political system and make our government and society more responsive and accountable to the people of the country.



Missouri Republican Party

... making history!

August 15, 1995
For Immediate Release

Contact: Tom Fowler

GOP BEGINS RUNNING RADIO ADS IN MISSOURI SUPPORTING REPUBLICAN EFFORTS TO SAVE MEDICARE

Missouri Republican Party Chairman Tom Fowler announced today that radio ads will begin running this week warning St. Louis area citizens that Democrats are refusing to confront the crisis of Medicare's impending bankruptcy. The ad urges listeners to call Congressman Dick Gephardt directly to "tell him to stop playing politics with Medicare."

The ad focuses on the issue of Medicare's looming insolvency. The announcer points out that it is not only politicians who say that Medicare is going bankrupt. He introduces economist Nancy Mitchell and health care expert Robert Belz. Mitchell says, "Millions of seniors depend on Medicare, but few of them know just how much trouble the system is in. Only Congress can deal with this Medicare crisis."

Robert Belz adds, "Medicare will be bankrupt in seven years. That is not just my opinion, that's what the Medicare Board of Trustees said recently. And three of President Clinton's own cabinet members sit on this board."

Last April, the Medicare Trustees issued a report warning Medicare will go bankrupt in seven years if nothing is done. Since that time, Congressional Democrats have failed to offer any solution to the Medicare crisis. In fact, Gephardt said the Democrats would offer no alternative to Republican plans to put Medicare on a path to solvency (*The Washington Times*, August 4, 1995). Gephardt even voted against a motion that would have required the Medicare Trustees to make specific recommendations on how to address the Medicare crisis (CQ House Vote, HR 1590).

Missouri Republican Party Chairman Fowler said, "These ads are designed to help inform the public of the Democrats' biggest secret: that Medicare is going bankrupt in 2002. The Democrats not only have proposed nothing to avert the crisis, they are fighting with all their might against Republican plans to preserve, protect and strengthen Medicare. It's time for Congressman Gephardt and the rest of the Democrats to be held accountable for their inaction," Fowler said.

The radio ads will begin running Wednesday, August 16, and will continue running for one week. The Republican National Committee and the National Republican Congressional Committee are paying for the ads.

AUG. -15 '95 (TUE) 15:38

TEL:0000

P.002

AUG 15 '95 01:54PM KMOX RADIO ST. LOUIS

P:3

08/15/95 13:54 MMA 7:30 #11+1TRANSCR

TRANSCRIPT (MEDICARE SPOT)

ANNOUNCER: ATTENTION ST. LOUIS AREA CITIZENS. THE U-S CONGRESS IS IN A GREAT DEBATE ABOUT MEDICARE. SOME POLITICIANS, LIKE CONGRESSMAN RICHARD GEPHARDT, ARE IGNORNING MEDICARE'S LOOMING BANKRUPTCY. BUT THE EXPERTS, WHO AREN'T POLITICIANS, SAY THERE'S BIG TROUBLE AHEAD. LIKE ECONOMIST NANCY MITCHELL.

MITCHELL: MILLIONS OF SENIORS DEPEND ON MEDICARE. BUT FEW OF THEM KNOW JUST HOW MUCH TROUBLE THE SYSTEM IS IN. ONLY CONGRESS CAN DEAL WITH THIS MEDICARE CRISIS.

ANNOUNCER: ROBERT BELZ, HEALTH CARE EXPERT.

BELZ: MEDICARE WILL BE BANKRUPT IN SEVEN YEARS. THAT'S NOT JUST MY OPINION, THAT'S WHAT THE MEDICARE BOARD OF TRUSTEES SAID RECENTLY. AND THREE OF PRESIDENT CLINTON'S OWN CABINET MEMBERS SIT ON THIS BOARD.

ANNOUNCER: MEDICARE'S SURVIVAL IS AT STAKE, AND CONGRESSMAN GEPHARDT REFUSES TO FACE THIS DANGER. CONGRESS IS TAKING A BREAK AND RICHARD GEPHARDT IS HOME. CALL HIM NOW AT HIS LOCAL DISTRICT OFFICE. TELL HIM TO STOP PLAYING POLITICS WITH MEDICARE. IF WE DON'T DO SOMETHING NOW, MEDICARE WILL BE GONE.

PAID FOR BY THE REPUBLICAN NATIONAL COMMITTEE AND THE REPUBLICAN NATIONAL CONGRESSIONAL COMMITTEE.

Todd Stern

06/27/97 03:02:28

PM

Record Type: Record

To: Phillip Caplan/WHO/EOP

cc:

Subject: Staff Sec. memo to Erskine

Here's my plan -- we need to sit down next week with Sylvia and discuss whether the briefing book things we proposed ought to be followed up on. We would go over what resources would be necessary to make these things happen and then discuss whether it's worth it given the President's preferences and needs. She might want to talk to the President to see if he cares enough to try to do what we suggested, or she might have a feel for it by now.

The end result would be either a serious plan for doing the briefing book stuff, or an agreement that it isn't feasible. And we would be spared from sounding like the kid who hasn't done his homework when the teacher calls on him.

What do you think? tds

THE WHITE HOUSE
WASHINGTON

March 1, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN *TS*

SUBJECT: Staff Secretary's Office -- Goals and Objectives

*Classified
Docs on
hard drive*

The basic mission of the Staff Secretary is to manage the flow of paper to and from the President. This mission includes (a) making sure he gets what he needs when he needs it while not overloading him; (b) exercising sound judgment in deciding what should and should not go to the President; (c) disposing of matters that require his signature but not his attention; (d) summarizing material in clear and concise form both to save his time and to sharpen issues for decision; (e) coordinating senior staff comment on decision items; (f) making sure paper going to him is sound in terms of substance, message and form; (h) routing paper back from the President to appropriate staff.

GOAL: Maintain a well-modulated flow of paper to the President.

Objectives:

- Limit amount of paper going to President. Get him what he needs on timely basis, but not more than he needs.
- Give President adequate time to review decisional materials.
- Get decision items with adequate time to properly coordinate senior staff comment.
- Summarize decision and selected information items to save President's time.
- Assure quality of materials going to President.
- Ensure that materials for the President go through our office so that we are able to regulate the flow to his office; make sure that relevant senior staff have an opportunity to comment; and make a final judgment on whether a given item should go to the President at all.

GOAL: Maintain high quality of materials prepared for President.

Objectives:

- Ensure that memos and other materials for the President are first-class -- clear, concise, and sound in terms of both form and substance.

GOAL: Improve quality and timeliness of daily briefing books. Late submission of materials for the briefing book has been a chronic problem since 1993. The result is that the President routinely receives his briefing book late.

Objectives:

- Receive final briefing papers by our 6 pm deadline so that they can be edited or revised, if necessary, and briefing book can be delivered to the Residence by 8 pm every night.
- Receive speeches by the same deadline or earlier so that (a) they can get proper final review and vetting before submission to the President, and (b) the President has an adequate opportunity to review and work on a speech before giving it.

GOAL: Improve quality of trip briefing books.

Objectives:

- Preparation of an overview memo outlining the purpose of a trip and its major events. The President should be informed up front what the purpose and major objectives are for a trip and for each of the major events along the way. This should be a concise, strategic memo.
- Consolidation of the numerous individual background memos the President now receives for trips. It would be more useful and user-friendly for the President to receive a unified memo for any given state he is visiting. This memo would present a political and economic overview and include the salient issues he needs to know -- including relevant Clinton Administration accomplishments, local color, etc. -- for his visit. While such a memo would be an improvement over what he now receives, it would require some additional resources to produce. Thus, before going down this track, we need to discuss further with Chief of Staff's office.

THE WHITE HOUSE

WASHINGTON

February 21, 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREETT

SUBJECT: Presidential events and briefings

In an effort to make the time before presidential events more organized and effective for the President, the following policies will be in effect immediately:

- **Manifests** - pre-briefings prior to events with the President are to be manifested. The Staff Contact will be responsible for listing on the event memo WH staff from his/her office, or other offices, who are to be present for the pre-briefing. In order to make this often short time go smoothly for the President, the list should include only policy and logistical staff **absolutely necessary**. Staff related to breaking news events of the day will be included in the briefing as determined by the Chief of Staff's office, Nancy Hernreich's office or the Press Office.

The Staff Contact will also be responsible for working with those manifested to organize the pre-briefing time in a concise, logical way most beneficial to the President.

The manifest should be listed under the "Participant" section of the briefing memo as submitted to the Staff Secretary's office (see attached sample).

Two important reminders:

- 1) The Staff Contact is responsible for all aspects of a presidential event. This includes: coordinating with the Scheduling or the Social Office on all matters related to the event; coordinating with Communications to make sure the substance and message aspects of the event match; vetting lists of guests and clearing people into the complex; preparing briefing memos; and making sure all follow-up is completed including thank-you notes and WH photo distribution.
- 2) Briefing papers (plus four copies) are due to the Staff Secretary by 4:00 PM the day before an event. The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter, so that final submission can be made by 6:00 PM.

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting or event including, if appropriate, what meeting or event is intended to accomplish. Paper should be written as if you are talking to the President (e.g., "you will meet with xyz to discuss...")

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff, Cabinet Secretaries or Deputy Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note. Also include audience size.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., "closed", "WH photo only", "press pool", "open press")

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet-point format (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; you make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required". Talking points should always be provided on a separate piece of paper.)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will return comments, if any, to the staff contact shortly thereafter so that final submission can be made to the Staff Secretary's office by 6:00 PM.

THE WHITE HOUSE
WASHINGTON

October 23, 1995

95 OCT 31 P5:24

MEMORANDUM FOR SENIOR STAFF

FROM: LEON E. PANETTA
Chief of Staff



SUBJECT: Reminder on Paper Flow

This is a reminder that all paper intended for the President, whether for his information or for action, is to be routed through the Staff Secretary's office. There are two important reasons for this system.

First, with respect to action items (decision memos, correspondence, executive orders, speeches, etc.), it protects both the President and the senior staff by allowing for comment before they go to the President. The President is thus assured both of receiving items that have been properly vetted and of being informed about relevant staff views; and senior staff with an interest in a particular item are given an opportunity to convey their views before the matter goes to the President. Passing action items directly to the President doesn't serve him.

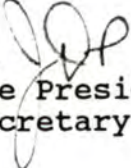
Second, unless all paper (including information items, articles, etc.) is routed through the Staff Secretary, he cannot effectively do the job of regulating the flow of paper to the President in a manageable way that gives priority to time sensitive items and keeps the President from getting overloaded.

Please make sure that you and everyone in your departments follow this procedure.

THE WHITE HOUSE
WASHINGTON

January 22, 1993

MEMORANDUM FOR SENIOR STAFF

FROM: JOHN D. PODESTA 
Assistant to the President
and Staff Secretary

SUBJECT: PAPERFLOW

This memo sets forth the procedure for all White House staff to follow in sending paper to the President for signature or review. It is an initial cut at establishing a smoothly working paper flow system and I expect that it will require some refinement.

At the outset, it is important to emphasize that all paper going to the President should come through the Staff Secretary (with certain exceptions for the NSC). All paper leaving the President's office should go back to the Staff Secretary to ensure that decisions will be implemented, the appropriate people notified, and good records maintained.

Daily Briefing Book

Marcia Hale will be responsible for putting together the President's schedule and informing the appropriate offices what their responsibilities are for producing background memos, talking points, etc. (Full speeches are discussed below.) Marcia will distribute a draft of the next day's schedule at noon. All offices will be responsible for forwarding briefing book materials to my office not later than 4:30 pm the night before the day in question.

My office will review such materials for quality, completeness, etc. and produce the President's book. Briefing books will be distributed by 8:00 pm.

Decision Memo Clearance

Perhaps the most important function of the Staff Secretary's office is to ensure that decision memoranda are properly staffed before reaching the President. That will require cooperation of all staff. The following procedures should be followed:

o Unless a real emergency exists, decision memos must be forwarded to the Staff Secretary at least 48 hours in advance of presenting the document to the President.

- o I will route the memo to relevant White House Staff for comment. The Chief of Staff and Vice President will receive all draft decision documents for comment. I will also route such drafts to Bernie Nussbaum and to Maggie Williams. Other offices will be routed as appropriate.

- o Routing will be Assistants to the President. It will be up to each Assistant to decide proper routing procedures within his or her own office.

- o As a general rule, staffing to Cabinet agencies will be done through the Councils. In the event that comment from Cabinet officers is required that cannot be handled through the regular Council process, paper will be routed through the Cabinet Secretary, who will also serve as a collection point for comments coming back from the Cabinet in those circumstances.

- o My office will serve as a collection point for all comments from the White House Staff and in the circumstances described in the above bullet from the Cabinet (via the Cabinet Secretary) and will attempt to facilitate consensus, prior to presentation of the matter to the President. Where no consensus can be formed, I will ensure that individual views are noted and accurately presented.

Background Memos

Briefing papers, where no formal action is requested, will be handled in the same general manner as decision memos. My office will be responsible for preparing or editing summaries of all general briefing papers.

Speeches

Different administrations have handled the speech clearance process differently, with some vesting principal clearance responsibility in the Staff Secretary, and others in the speech writers themselves. We are going to try out a process under which the Communications staff will have primary responsibility for clearing all speeches and statements of the President released to the press, provided that these procedures are followed:

- o My office must be on and see the original distribution list of draft speeches to ensure that all offices with a need to review have received a copy.

- o Comments to speech writers should be cc'd to me, to ensure that those views have been appropriately considered before forwarding a draft to the President.

o Drafts of speeches to be presented to the President should flow to and from the President through my office, so that they can be properly handled and archived.

Report to Congress

The Administration prepares over 300 reports to Congress each year, as a result of statutory requirements. Many are submitted under the President's signature. They are frequently thick documents and often come to us with short deadlines. We will try to ensure that agencies submit reports in a timely fashion to give White House staff a meaningful chance to review these reports. We will route them for clearance to the appropriate people.

Legislation

Enrolled legislation (passed by both houses) is received and time stamped by the Executive Clerk. OMB has responsibility for interagency review of the legislation. The Staff Secretary's office will handle clearance of the legislation, signing statements and veto messages amongst the White House staff. The same procedures outlined for clearance of decision memos should be followed.

Correspondence

Congressional correspondence as a rule will be reviewed, personally, by the President. Staffing of letters to the Hill will follow the same procedures as outlined for clearance of decision memos. Other correspondence will be routed initially through Marcia Scott, the Acting Director of Messages and Correspondence who is working furiously to bring up our system for answering mail, whether for the President's or First Lady's signature, or for staff signature. A memo laying out the correspondence system will follow shortly.

Sequencing and Timing

It can be anticipated that staff sending paper to my office will frequently feel that the President must see it in the next 10 minutes. Barring real emergencies, that will generally not be possible. I will be working with Nancy Hernreich to develop a system that will make the President's day work for him.

Morning. With regard to paper, my expectation is that the President will have a short time in the morning to review his briefing book and paperwork, including (i) papers and letters he must review and sign; (ii) decision memos, briefing memos and others matters which he can review that morning or hold for evening review; (iii) a summary of documents and important correspondence received, which he can review in more detail if he wishes.

Daytime Period. The President wants to limit review of paper during daytime working hours. Only essential items which must be signed or reviewed, will be brought to his attention during those hours. I will forward essential items to the President through Nancy Hernreich who will be responsible for fitting review of essential items into the day's schedule.

Evening. After the President's morning work period all non-essential paperwork will be held until the evening. In the evening, we will give the President a manageable amount of reading -- no more than 45 minutes to an hour's worth. We will include in these materials all important decision memos which will be discussed the next day.

Weekend. Longer policy papers and think pieces will be held for weekend review, where possible. That will give the President more time to reflect and comment.

Following Week

By the close of business each Friday, senior staff -- and especially the councils -- should forward to me a list of any important decision memos that they expect to have presented to the President the next week so that we can build adequate time into the schedule for review at the staff level and by the President.

Style

Some changes may be made to the current style of documents intended for the President, but, for now, please use current style forms.

In closing, let me say that my office has a straightforward goal -- to protect the President and his decision-making process. Paper coming to him must meet the highest standards of excellence. Papers must be well written. Options must be clearly stated. Those who need to see it must have seen it. Views of advisors must be accurately reflected. Summaries must be brief and accurate. We cannot let the pressure of time compromise those standards.

THE WHITE HOUSE

WASHINGTON

March 8, 1993

MEMORANDUM TO WHITE HOUSE STAFF

FROM: JOHN PODESTA
TODD STERN *TDS*

SUBJECT: BRIEFING BOOKS

With six weeks under our belt now, it is time for a few mid-course corrections in the briefing book process. We have been getting better, but there are still some rough spots.

Be Complete But Concise

We are oscillating a bit between giving the President too little material and giving him too much. On his trip to California, there were some important matters not covered; on his trip to New Jersey, he had so much paper he couldn't get through it all. And the same problem has been evident in his nightly briefing books.

In preparing materials, we should think through what the President needs to know about a particular event or issue so that he can be well informed, accomplish the strategic purpose of the event or meeting, answer questions, etc. We should not assume that he knows so much already that he doesn't need our discussion points or background paper. He does. And it is our job to provide him with sharp, clear and complete materials.—

On the other hand, we do the President no service if we overload him. Eight or ten pages of background for an event almost never makes sense. Two pages of discussion on an event location (a college, a company, etc.) can usually be boiled down to an informative half-page. We have to exercise sound judgment and give the President what he needs to know, but not a lot more.

Delivery of Briefing Book Paper to Our Office

The drill so far has been for people to deliver 12 copies of briefing book papers to our office, with material routinely walking in between 7 and 9 pm.

We are hereby changing the drill. One copy of any material for the briefing book -- whether an event/meeting memo,

background, discussion points, remarks -- should be delivered to our office by 5 pm unless there is an unusual, extenuating reason why that deadline can't be met. Feel free to fax it (x2215) or walk it over or -- once we're all up and running on OASIS -- to e-mail it.

The reason for giving us one copy at 5 pm rather than a dozen at 8 pm is that, first, it will give us a chance to make some edits if necessary and, second, it will enable us to get the book to the President at a decent hour. Once we have cleared a given briefing paper, we will let you know and you can then bring us an original on bond paper plus 11 copies.

WE URGE EVERYONE TO GET PLUGGED IN TO OASIS SINCE E-MAILING DRAFTS TO US WILL BE FAR MORE EFFICIENT THAN ANY OTHER MEANS OF DELIVERY -- BETTER FOR YOU AND BETTER FOR US. We should be ready to roll on this end by Thursday.

Monday Briefing Book

Until now, paper for the Monday briefing book has been coming in as late as Sunday night. That isn't good for the President and it isn't good for staff. From now on, one copy of all paper for the Monday briefing book should be delivered to us by **noon Saturday** so that we can get the book to the President by mid-afternoon.

Remarks/Talking Points -- Format

We have run into some format confusion on account of the different uses of the term "talking points". Sometimes "talking points" refer to a stand-up, quasi-speech. Sometimes they refer to discussion points for the President to make in the course of a meeting in the Oval Office or elsewhere. For purposes of clarity, we are going to refer to any address that the President delivers -- even if it's only two minutes long -- as a "speech" or "remarks". We'll use "talking points" in the sense of discussion points in a meeting.

"Remarks" for the President should be delivered to us in two formats. **One, for the President, should be triple-spaced in large type with no paragraph running onto the next page.** The second should be in the ordinary, single-spaced, small-type format. The reason for giving us the latter is that we have to distribute a number of copies of the President's briefing book and there is no point putting the President's 40-page version into these other books when a small-type, six-page version would do. Let's save a little wood.

Talking, or discussion, points should be prepared in ordinary, small-type format.

PLEASE DISTRIBUTE THIS MEMO TO EVERYONE IN YOUR DEPARTMENT WHO WORKS ON BRIEFING BOOK PAPER.

Sew

GUIDELINES FOR PREPARING PRESIDENTIAL LETTERS

FORMAT:

Letters prepared for the President's personal signature:

- should be prepared entirely flush left.

Presidentials for digitized signature or autopen:

- indent all paragraphs 5 spaces
- everything else is flush left, including the date and the closing

SALUTATIONS:

- always use a colon, not a comma, after the salutation
- use first-name salutations whenever possible (including doctors, Ph.D.'s, judges, professors, foreign citizens, etc.) Use your best judgment on letters from elderly people -- in some cases, it may be appropriate to use their first names as well.

EXCEPTIONS: (1) People with religious or military titles, when they clearly do not know the President, should be addressed by their titles and last names.

If you are undecided about a particular writer, lean toward using the first name salutation. Per Marsha Scott, we can also be guided by the way the writer signs his/her name.

ENVELOPE/LABEL:

All Presidential letters prepared for digitized signature (the type of issue mail that Lillie's office will process) should have #10 azure ENVELOPES prepared (unless accompanied by an enclosure that requires a label).

All Presidential letters prepared for the President's personal signature or autopen should have LABELS prepared (special event mail, special drafts, etc.).

CLOSING:

The President closes with "Best," "Best wishes," or "Sincerely". However, he uses only one as a closing on a particular letter; if the last phrase in the letter is "Best wishes," do not add "Sincerely" at the end.

STYLE

Per Marsha Scott, the President does not normally use dashes or exclamation points, and he uses commas very sparingly. He prefers simple, declarative sentences and short responses.

NOTE: DO NOT CHANGE any drafts after they have been approved for final typing. If you have any questions about a draft letter you are finalizing, we need to refer them to Marsha Scott or Sandy Hudnall for clarification.

THE WHITE HOUSE

WASHINGTON

July 20, 1995

95 JUL 20 P 3 : 45

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: TODD STERN 
PHIL CAPLAN 
SUBJECT: Briefing Book Deadlines

Too many briefing materials for the President's daily briefing book and trip books have been coming in late. This includes event memos, background material, talking points and speeches. We need to tighten up the process so that our office has an opportunity to ensure that materials are in good shape and can get the President his briefing books on time.

We propose the following new schedule for the daily book, to take effect July 24:

Daily briefing book

All materials should be submitted to our office by 4 pm the day before the event, with an outside deadline of 6 pm. This will allow us to assemble the book, have edits made where necessary, and send the book to the President at a reasonable hour. You should assume that, as a general matter, materials submitted to us after 6 pm will not be included in the briefing book forwarded to the Residence.

Trip books

Background materials such as economic, political or local issue briefings for the states to which the President is travelling, or substantive updates on issues especially relevant to the trip (immigration, crime, timber, whatever) should be submitted to our office by 6 pm two nights before the trip -- for example, by Tuesday evening for a trip leaving Thursday morning.

[Note that, in the relatively near future, we are going to begin integrating all background memos prepared for a given state into a single, unified briefing memo on the state, which should result in a more concise, user-friendly product.]

Materials for specific events -- i.e., the basic event memo and any talking points or background related to the event -- should be submitted to our office by 3 pm the day before the trip. (The only exception to this is if the event in question is still too much in flux to prepare a memo. In such cases, memos should be submitted as soon as possible once the event is buttoned down.)

Multiple Day Trips. *Background materials* that relate to the 2d or following days of a trip should still be submitted two nights before the President departs from the White House. Similarly, *event materials* for subsequent days should still be submitted by 3 pm the day before the President departs. For example, background materials for a Thursday-Friday trip would be due Tuesday evening, while event materials would be due by 3 pm Wednesday.

Once again, the purpose for these deadlines is to allow us time to review materials, suggest needed changes, and make sure the President's book is in good shape formally and substantively. When a flood of material -- background memos, event memos, Qs and As, talking points, speeches -- all arrives at 7 or 8 o'clock the night before a trip, we can't do this job right.

If you've got questions about anything, please call Todd or Phil.

THE WHITE HOUSE

WASHINGTON

95 JUL 20 P3:45

July 20, 1995

MEMORANDUM FOR SENIOR STAFF

FROM: TODD STERN^{DS}
PHIL CAPLAN^{RC}

SUBJECT: Paper Flow

The flow of paper to the President has increased in the past few months and we need to cut it back.

Please look at materials you are sending in for the President with a critical eye and a focus on providing him not with everything he could conceivably want, but with the materials you think he truly needs. This focus should apply whether you are submitting a decision memo, information memo, a weekly report, a compilation of clips, or anything else. At the risk of stating the obvious, bear in mind that, while the President might in principle be interested in the unabridged edition of whatever you've got for him, there is too much paper coming from too many offices here to make so many unabridged submissions manageable. Please keep things as concise as possible.

If you or any of your staff have questions about what is appropriate or useful to send in, please call me or Phil Caplan.

Thanks.

STERN, TODD

WEST WING

August 16, 1996

MEMORANDUM FOR HAROLD ICKES
PETER KNIGHT

FROM: TODD STERN 

CC: JANICE ENRIGHT
KAREN HANCOX
CHERYL MILLS
BRUCE LINDSEY

SUBJECT: Traveling "Staff Secretary"

This is in response to Harold's August 15 memo. I have a slightly revised proposal that I think will serve everybody better -- being cheaper for the campaign and far better for my office.

Rather than actually moving Phil Caplan out of the White House onto the campaign staff, we should simply have the Staff Secretary's Office travel, with Phil and Helen (possibly me on occasion, but generally Phil or Helen) rotating.

- First, this would be fine legally -- I have checked it with Cheryl -- because everybody would still be working 40 hours on official business.
- Second, it would serve the President because both Phil and Helen are fully trained in handling all aspects of briefing book and other paper flow. Indeed, it would be more efficient because a person from my office could, without restriction, handle all official paper to and back from the President (e.g., decision memos, classified memos, etc.) while a campaign person would be restricted (e.g., could not handle non-public or classified paper).
- Third, this solution would be infinitely better for my office because it keeps three trained people on my staff, rather than cutting us to two and forcing onto Helen alone all the briefing book work that now gets done here by both Phil and Helen. Being able to rotate people through plane duty and back-at-the-ranch briefing book (and other) duty is a *much* preferred approach for me; losing Phil altogether at this point would be a mess.
- Finally, this solution would be cheaper for the campaign because, while the campaign would still have to pay for the *travel* of the person from my office, it would not have to absorb an additional *salary*.

I very strongly urge that we go in this direction.

THE WHITE HOUSE

WASHINGTON

August 8, 1996

MEMORANDUM FOR HAROLD ICKES
JANICE ENRIGHT
KAREN HANCOX

CC: PETER KNIGHT

FROM: TODD STERN 

SUBJECT: Travelling "Staff Secretary"

I have one slight modification to Peter's memo about the traveling "Staff Secretary". I think Adam would be fine for the purpose of assembling the briefing book materials that will, increasingly, have to get faxed to the road when the President is out for many days at a time. (It would help if he spent a little time with us here getting the logistics clear.) But I don't think Adam would be appropriate to handle the kind of official paper -- e.g., decision memos, Executive Orders, directives to agencies, VIP correspondence -- that the President normally handles in his phone and office time.

To the extent the President is travelling virtually all the time, so that the official paper he handles here has to get dealt with on the road, then either someone like Harold or Bruce may need to spend more time dealing with this paper (both as it goes into the President and routing it to the right place when it comes back from him) or someone from my office could travel.

I think we can play this by ear. The issue of the President being truly unavailable to us at the White House may not arise until the last 3 or 4 weeks of the campaign, and at that point we may find that there isn't much official paper anyhow. But if there is, I think you'd avoid some headaches by having one of my folks travelling.

- Business items to the road.

Items for discussion

1) Post-convention travel and briefing book

Assumption #1:

-per Anne Hawley: probably 4-5 day trips, multi-city/multi-state with weekend breaks here and there for debate prep

Assumption #2:

-impossible to get entire book done before trip, therefore lots of faxing (briefing book becomes important not only for POTUS but for travelling senior staff, especially Leon/Harold/Evelyn)

Questions:

-product? (same sort of book? i.e, background and event memos for each stop/state; data? - welfare, crime -- Waldman issues)

-resources? (in '92 campaign, had several people devoted just to briefing book); any thought of campaign briefing book staff? beefing up our staff? no one has focussed on this, but we must

-getting it to the road? (per Sharon, Bush campaign had 2 Staff Sec people travelling) Stephen, although would never admit it, cannot handle; potential for mistakes increase exponentially as trips get more hectic and people get more tired

Next steps:

- 1) Todd/Evelyn meet with POTUS re: his needs/feedback
- 2) Staff Sec meet with Cheryl Mills re: our boundaries
- 3) Staff Sec meet with Wendy Smith/Andrew Friendly/Stephen Goodin/Anne Hawley/Carrie Goux to get input (need copies of '92 briefing book)
- 3) Staff Sec develops proposal
- 4) Staff Sec presents to Evelyn/Harold

Bruce, Stephen, Anne Hawley
Campaign, George, Doug
Gene + Rahm

2) Public Statements re: Budget (Waldman) Phil

3) Office lunch - when POTUS is on vacation?

- Campaign Briefing Books

8:45 a.m.

- Carter Wilkie
- Allison Wilkie

Political going over to Re-Elect on August 6th.