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

THE DIRECTOR

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta
Director

SUBJECT: Proposed Executive Order Entitled "Termination and Limitation of Federal Advisory Committees"

SUMMARY: This memorandum forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would direct executive departments and agencies to terminate one-third of the advisory committees that they sponsor.

BACKGROUND: Currently, executive agencies sponsor over 1,100 advisory committees. Of these, over 400 are required by statute and about 700 are not so required. The proposed order would initiate actions to reduce the number of committees not required by statute.

The order would direct executive agencies to terminate not less than one-third of their advisory committees that are not required by statute. Ninety days after the date of the order, executive agencies would be required to submit to the Office of Management and Budget (OMB) for each of their advisory committees: (1) a justification for the continued existence of any nonstatutory committee, and (2) a recommendation for Congress to continue or terminate any statutory committee.

In addition, executive agencies would be directed not to create a new advisory committee, unless the committee is required by statute or the agency head finds compelling considerations for creation of the committee and receives approval from OMB. OMB would be directed to grant such approval sparingly and only when compelled by considerations of national security, health or safety, or similar national interests.

Finally, OMB would be directed to issue detailed instructions to executive agencies regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

RECOMMENDATION: I recommend that you sign the proposed order.

THE WHITE HOUSE

WASHINGTON

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED BR

SUBJECT: Restricted Use of Government Aircraft for Non-Governmental Purposes

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in government perks and privileges on Wednesday, February 10.

II. BACKGROUND/ANALYSIS: This Memorandum limits use of government aircraft for non-governmental purposes to select officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA), and requires that they (1) use the authority only when the particular circumstances require its use and upon approval of the Office of the Counsel to the President; and (2) reimburse at full coach fare. This differs from current practice which allows agency heads to decide for themselves what represents "required use."

This action would make it explicit that you intend only a limited number of officials to have special access, and remove the presumption that every trip by even that limited group must be on government aircraft.

III. RECOMMENDATION: The memory of John Sununu is still fresh. I recommend that you approve issuance of this Presidential Memorandum.

IV. DECISION:

_____Approve _____Approve As Amended _____Reject _____No Action

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

THE DIRECTOR

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta
Director

SUBJECT: Proposed Memorandum Restricting the Use of Government Aircraft

SUMMARY: This memorandum forwards for your consideration a proposed memorandum that was submitted by the Office of Domestic Policy. The proposed memorandum would restrict use of government aircraft by senior executive branch officials.

BACKGROUND: The proposed memorandum would prohibit senior officials from using government aircraft for non-governmental purposes. A limited exception would be made for the Secretaries of State and Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence. They would be permitted to use government aircraft for non-governmental purposes, but only upon reimbursement of full coach fare and with authorization by the President (or the President's representative) based on a finding that a security threat exists or continuous secure communication is required.

The memorandum would require that, with limited exceptions, government aircraft could not be used for government travel if commercial airline or aircraft service is reasonably available. It would also require that first class travel not be used, unless no other commercial service is reasonably available, or first class travel is necessary by reason of disability or medical condition.

It would also require all use of government aircraft by senior executive branch official to be documented and disclosed to the public. Moreover, the memorandum would require all agencies to report to the Office of Management and Budget (OMB) on their continuing need for passenger use aircraft in their inventories. OMB would review the agency reports to evaluate current aircraft use policies.

The memorandum would apply to civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED BR

SUBJECT: Proposed Presidential Memorandum Reducing Use Of Government Vehicles By High-Level Government Officials

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch perks and privileges on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce the use of limousines by high-level government officials as follows:

Under current law, the President may designate six Executive Branch employees and ten additional officers for daily home-to-work transportation. In addition, each member of the Cabinet is authorized to designate a principal deputy to receive this "portal-to-portal" service.

The proposed Presidential Memorandum would limit portal-to-portal service to Cabinet members, the National Security Advisor and the White House Chief of Staff.

The proposed Memorandum also directs each federal department or agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of fiscal year 1993.

III. RECOMMENDATION: Portal-to-portal service was one of the most brazen abuses of privilege in the Bush Administration. Reducing home-to-work service will demonstrate your commitment to saving taxpayer dollars (without decreasing government efficiency) and show that you're not going to let your Administration lose touch with ordinary people. I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION

___Approve ___Approve as amended ___Reject ___No Action

EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

February 8, 1993

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta
Director

SUBJECT: Proposed Memorandum Regarding Use of Vehicles by High-Level Government Officials

SUMMARY: This forwards for you. consideration a proposed memorandum that was submitted by the Office of Domestic Policy. The proposed memorandum would reduce by about one-half the number of Executive branch employees who are authorized to use a government vehicle for daily home-to-work transportation. It would also reduce by one-half the number of executive motor vehicles owned or leased by federal agencies.

BACKGROUND: Current law specifies the Executive Branch employees (by category or by position title) who may be provided home-to-work transportation. One category is 6 officers of the Executive Office of the President, and 10 additional officers, as designated by the President. Another category is a principal deputy to each of the 17 officials compensated at Level I of the Executive Schedule (these are essentially the deputies to Cabinet members).

The proposed memorandum would provide that, of the 16 designations the President may make, only two would be made -- the Assistant to the President for National Security Affairs and the Chief of Staff of the White House. The memorandum would also provide that none of the 17 principal deputies of Cabinet officers would be authorized to use a government vehicle for daily transportation.

As a result of the memorandum, the only Executive Branch officers authorized to use a government vehicle for home-to-work transportation in the United States would be the: President, Vice President, 17 Cabinet officers, certain national security officials, the Ambassador to the United Nations, the Director of the Federal Bureau of Investigation and the Chairman of the Federal Reserve.

Finally, the proposed memorandum would direct each federal agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of fiscal year 1993.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED BR

SUBJECT: Proposed Presidential Memorandum To Reduce Various Perks

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch perks and privileges on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce perks of Executive Branch employees in the following ways:

Executive Dining Facilities - The Memorandum directs departments and agencies to recover costs for meals served in Executive Dining Rooms, including the White House Executive Mess. It also encourages Secretaries to voluntarily close dining rooms if they are not essential for the conduct of government business.

Fitness Club Facilities - The Memorandum ends the practice of paying for employees' membership at private health clubs (except where an employee's official duties require maintaining physical fitness). Agencies are directed to recover operating and equipment costs from employees who use fitness rooms provided by the agency.

Golf Courses - Government-owned golf courses would be opened to the public (except where the Secretary of Defense designates the course as exempted for security purposes in exceptional circumstances). The Memorandum directs that the costs of operation be recovered from users except in certain limited circumstances.

Conferences - The Memorandum requires that decisions on conference sites and employee attendance be based upon cost effectiveness. The Office of Management and Budget will issue further instructions necessary to implement this requirement.

Medical Services - Agencies are directed, to the extent permitted by law, to charge at least a nominal fee for medical services provided to their employees by the Public Health Service. Certain services, such as emergency care and occupational health screening, are exempted. Military personnel and their dependents are also exempted from the fee requirement.

Agency Souvenirs and Gifts - Agencies are prohibited from using appropriated funds for the purchase of agency souvenirs or gifts.

OMB is directed to implement and ensure compliance with the requirements contained in the Memorandum.

III. RECOMMENDATION: I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION:

___Approve ___Approve as amended ___Reject ___No Action

EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

THE DIRECTOR

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta
Director

SUBJECT: Proposed Memorandum Regarding Government Fiscal Responsibility and Reducing Perquisites

SUMMARY: This memorandum forwards for your consideration a proposed memorandum submitted by the Office of Domestic Policy. The proposed memorandum would direct executive agencies to reduce certain perquisites of government office.

BACKGROUND: The proposed memorandum would prohibit agency executive dining facilities and the White House Executive Mess from providing below-cost meals. It would also encourage agency heads to close executive dining facilities that are not essential for government service.

The memorandum would prohibit agencies from paying for or subsidizing employees' membership in private health clubs, except for employees whose official duties require maintaining physical fitness. Additionally, agencies would be required to recover operating and equipment costs from the users of any agency fitness room facilities.

The memorandum would require that government-owned golf courses be opened for use by the public. Costs of operating the courses would be recovered from course users, except for courses in remote or isolated areas.

The memorandum would require agencies not to select conference sites without evaluating the cost differences of prospective locations. It would also require agencies to charge a nominal fee for medical services provided to their employees by the Public Health Service. Military personnel and their dependents would be excepted from this requirement. Moreover, it would bar agencies from using appropriated funds for souvenirs or gifts designed to promote or advertise the agencies.

The memorandum would require the Office of Management and Budget to take actions necessary to carry out the memorandum.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

THE PRESIDENT HAS SEEN

02-11-93

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR JOHN PODESTA

FROM: Howard Paster HP

SUBJECT: Attached photograph for Senator Kennedy

The attached photograph of the Kennedy family with President and Mrs. Clinton was taken the day before the Inauguration at Arlington National Cemetary.

I would appreciate it if both the President and Mrs. Clinton could sign this picture for Senator Kennedy.

I will deliver the photo to the Senator personally.

To Sen. Ted Kennedy — with thanks for a lifetime of public labor, and for this day — Bill Clinton

THE WHITE HOUSE
WASHINGTON

DATE: 02/11/93

.EON PANETTA

)HN D. PODESTA
ssistant to the President and
Staff Secretary

he attached has been forwarded
) the President.

THE WHITE HOUSE
WASHINGTON

DATE: 02/11/93

TO: BOB RUBIN

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

The attached has been forwarded
to the President.

ERNEST F. HOLLINGS
SOUTH CAROLINA

COMMITTEES:
APPROPRIATIONS
BUDGET
COMMERCE
INTELLIGENCE

United States Senate

125 RUSSELL OFFICE BUILDING
WASHINGTON, DC 20510-4002
202-224-6121

FEB 11 P1:53

February 9, 1993

The Honorable William Clinton
The White House
Washington, DC 20500

Dear Mr. President:

I realize that your economic plan is far from being set -- but I fear that what is being discussed will be inadequate. Attached is a chart showing that even if all the cuts and taxes are adopted, we would end up in 1996 with a deficit as big or bigger than the one inherited from President Bush.

I have added a 5% VAT showing that revenues on this order will be necessary to halve the deficit. Of course, it would take a year to set up a VAT, giving the time necessary for the recovery to become firm and this will also provide $25 billion for health reform.

Respectfully,

Fritz.

Ernest F. Hollings

EFH/kk

112 CUSTOM HOUSE
200 EAST BAY STREET
CHARLESTON, SC 29401
803-724-4525

1835 ASSEMBLY STREET
COLUMBIA, SC 29201
803-765-5731

126 FEDERAL BUILDING
GREENVILLE, SC 29603
803-233-5366

103 FEDERAL BUILDING
SPARTANBURG, SC 29301
803-585-3702

1/26/92

DEFICIT AND DEBT REDUCTION PLAN

WITH

1. Spending cuts
2. Economic stimulus 20 billion
3. Entitlement reform
4. Millionaire tax
5. 36% top rate
6. Closing loopholes
7. Energy tax
8. 85% SS subject to taxation

WITHOUT
Middle Class Tax Cut

	1994	1995	1996	1997	1998	TOTAL
CBO DEFICIT (January)	347	351	364	402	445	
INVESTMENTS	20	26	33	36	39	154
SAVINGS						
Defense Cuts	-11	-13	-15	-21	-25	-84
Foreign Aid	-2	0	0	0	0	-2
Domestic Cuts	-1	-3	-5	-8	-11	-28
Entitlements	-9	-13	-16	-20	-25	-83
Tax Fairness	-11	-12	-13	-14	-15	-65
Tax Expenditures	-3	-4	-5	-6	-7	-25
Energy Tax	-13	-19	-19	-20	-21	-92
SS Tax 85%	-3	-5	-6	-7	-8	-29
TOTAL	-53	-69	-79	-96	-112	-409
INTEREST SAVINGS	-1	-2	-7	-11	-21	-42
DEFICIT	313	306	311	331	351	
WITH 5% VAT	0	-90	-134	-140	-147	
INTEREST SAVINGS	0	-3	-11	-22	-33	
TOTAL		-93	-145	-162	-180	
DEFICIT	313	213	166	169	171	

THE PRESIDENT HAS SEEN

THE WHITE HOUSE

WASHINGTON

A7:12

February 7, 1993

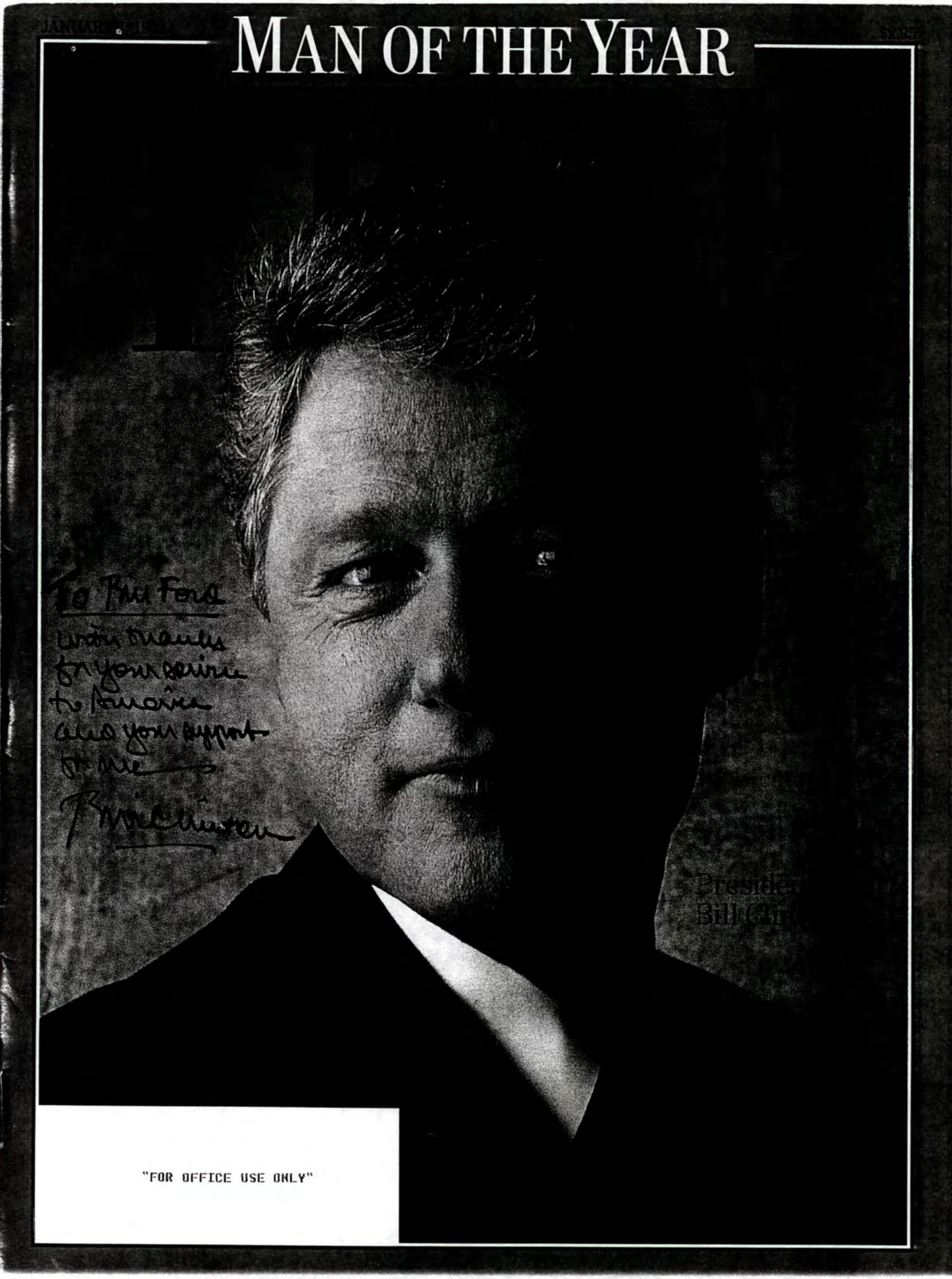
MEMORANDUM FOR THE PRESIDENT

FROM: HOWARD PASTER

SUBJECT: Congressional Requests for Autographs

Bill Ford, Chairman of the House Education and Labor Committee, has a very large collection of Time magazine covers displayed in his office. He has asked you to sign the January 4, 1993 edition naming you "Man of the Year" to add to his collection. Given that Chairman Ford was so helpful with the Family and Medical Leave Act, and that he will preside over the National Service bill, we would very much like to accommodate his request.

Also, Representative Floyd Flake (D-NY) has asked if you would autograph a photo taken last summer of the two of you at the Allen A.M.E. Church.



"FOR OFFICE USE ONLY"

To Floyd Flake
who was there at the
Beginning. with
Thanks.

BC

To Floyd Fla
who was there
beginning —

THE [illegible] SEEN
02-11-93

United States Senate

MEMORANDUM

Dear Marcia:

Doug Sosnik has asked me to send to your attention two letters from Senator Dodd for The President.

One is a personal note, along with a copy of the Family Leave Bill, which Senator Dodd would like The President to sign for him.

The second is a letter of recommendation for Anne Ford Scarborough.

We thank you for your help.

February 5

Sincerely
Pat Walsh

103D CONGRESS
1ST SESSION

S. 5

To grant family and temporary medical leave under certain circumstances.

IN THE SENATE OF THE UNITED STATES

JANUARY 21 (legislative day, JANUARY 5), 1993

Mr. DODD (for himself, Mr. KENNEDY, Mr. PACKWOOD, Mr. MITCHELL, Mr. JEFFORDS, Ms. MIKULSKI, Mr. HATFIELD, Mr. BOND, Mr. METZENBAUM, Mr. COATS, Mr. D'AMATO, Mr. CHAFEE, Mr. DECONCINI, Mr. PELL, Mr. SIMON, Mr. SPECTER, Mr. BRADLEY, Mr. MOYNIHAN, Mr. KERRY, Mr. INOUYE, Mr. BIDEN, Mr. ROCKEFELLER, Mr. LAUTENBERG, Mr. LIEBERMAN, Mr. REID, Mr. SARBANES, Mr. AKAKA, Mr. BINGAMAN, Mr. DASCHLE, Mr. EXON, Mr. HARKIN, Mr. RIEGLE, Mr. BRYAN, Mr. KERREY, Mr. LEVIN, Mr. WELLSTONE, Mr. KOHL, Mr. FORD, Mr. FEINGOLD, Mrs. BOXER, Ms. FEINSTEIN, Ms. MURRAY, Ms. MOSELEY-BRAUN, and Mr. CAMPBELL) introduced the following bill; which was read twice and referred to the Committee on Labor and Human Resources

To my friend Chris Dodd
with thanks
Bill Clinton

A BILL

To grant family and temporary medical leave under certain circumstances.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Family and Medical Leave Act of 1993".

2-11-93

Copy to
Marcia Hale/
Marsha Scott

THE PRESIDENT HAS SEEN
2/11/93

THE WHITE HOUSE

WASHINGTON

February 10, 1993 [illegible] P8:24

MEMORANDUM FOR THE PRESIDENT

cc: NANCY HERNREICH
MARSHA SCOTT

FROM: JOHN PODESTA JDP

SUBJECT: Presidential Autographs

You have seen an earlier memo on this subject discouraging the signature of items other than letters and photos. This basic policy, similar to the one followed by the Bush Administration, makes sense for two reasons. First, the President should not lend his signature to those who want to create things of value. Since it is often impossible to distinguish those who want to do this from those who don't, the only sound general policy is to limit signatures to photos and letters. Second, we want to limit the drain on your time.

I circulated our first memo to the advance staff, urging them not to accept articles for your signature. However, we are still getting some requests that seem worthy of special treatment. This memo is an attempt to establish an exceptions policy.

Congressional Requests. I think these need to be handled on a case by case basis. Even for Members of Congress, you should not be signing general and assorted paraphernalia, but it may be appropriate to sign copies of documents such as statements and bills or, on rare and special occasions, other items such as the *Time* magazine forwarded to you by Congressman Bill Ford.

Close Personal Friends. These need to be handled on a case by case basis. Mor. will do for them

Auctions. Auctions for not-for-profit groups should also be handled on a case by case basis, taking into account the worthiness of the cause. In all cases, auction requests should be cleared with White House Counsel. I would recommend restricting the items available for auction to (i) a signed copy of your Inaugural Address or, at a later time, another appropriate statement; (ii) a signed photograph; (iii) a signed copy of a personal greeting or message to the group sponsoring or benefitting from the auction.

Approve [√] Disapprove [ ] Discuss [ ]

Many modify
in particular
[illegible]
[illegible]
[illegible]

THE WHITE HOUSE

WASHINGTON

[redacted]

John —

I mentioned Jeff to you the other day. A really good candidate for DOE

[redacted]

John Podesta

[redacted]

JEFFREY M. SMITH
700 CAMINO LEJO
SANTA FE, NEW MEXICO 87501

February 1, 1993

Ms. Anne Elliott
Office of the Secretary
Department of Energy
Washington, D. C. 20585

Dear Ms. Elliott:

Our mutual friend, Sara Ehrman, has kindly offered to pass this letter along to you -- Sara admired your energy and determination in the campaign and, consequently, has assured me that the Department of Energy is now in superior hands.

If your introductory experience with the Department of Energy is anything similar to mine, you may at first wonder at the congratulations on your new position -- the breadth and scope of this agency is initially somewhat daunting, but soon you'll discover the pockets that offer such enormous promise.

Moreover, with some shifts in personnel and priorities, along with some carrots and sticks for the bureaucracy, in all likelihood the Energy Department can move front and center in making both short and long-term contributions to our economic strength.

I say that with some confidence because I've had the somewhat unique perspective of not only working with the Department of Energy, but also looking at it through both ends of the telescope -- from Capitol Hill as well as from out in the field. In years past, the view was somewhat discouraging, but with the Cold War fading from center stage, the current scene is rapidly changing for the better. The Energy Department now confronts both awesome opportunities and profound dangers that have no parallel in the past. I am eager to be a part of it -- to help the Department seize the opportunities and avoid the dangers.

That is why I believe my extensive experience in government, in legislative affairs and with the national laboratories could be a valuable asset to the Department of Energy in the years ahead. I am keenly interested in exploring the possibilities of working in the Secretary's office in a policy planning or management slot, or in the legislative affairs division. I believe my skills and background provide me with the solid grounding and the superior qualifications for just such a position.

For more than two decades, I have enjoyed a highly successful career on Capitol Hill as well as in the private sector. In late 1989, after much consideration, I decided to leave the U.S. Senate in order to return home to New Mexico to accept a challenging position helping lead the Los Alamos National Laboratory.

As a senior Congressional aide, I have developed, planned and implemented legislative strategy and public affairs policy for Senator Edward M. Kennedy, Senator George McGovern and the late Senator Robert F. Kennedy. I have done similar work for Los Alamos in recent years as the consensus developed that the issues of energy security, environmental protection and economic strength and competitiveness were legitimate concerns of government where science and technology could make a difference.

As an Administrative Assistant in both the U.S. Senate and the House of Representatives, I have assembled and administered professional staffs and possess in-depth knowledge of the activities and procedures of the Legislative and Executive branches of government. As a government affairs specialist for Los Alamos, I have a special relationship with the key Congressional committees which oversee the Department's budgets, priorities and concerns.

Additionally, because of my senior position and responsibilities at Los Alamos, I have a broad understanding not only of the Energy Department's overall programs, policies and procedures, but also of the opportunities, obligations and objectives the Department faces in the years ahead.

Although I was active in the campaign last year hosting receptions, you can obtain an accurate reading on my abilities and accomplishments as well as my political credentials from Rahm Emanuel, John Podesta, Eli Segal, Sandy Berger or Ron Klain at the White House. Each has worked closely with me in the past and all will attest to my strong belief that political perspectives need to be brought to bear on all policy-making decisions.

I believe my leadership skills, administrative background and creative abilities put me in a strong position to make a solid contribution to the Department of Energy.

I hope you will give my interest your serious and thoughtful consideration and that it may be possible to visit with you in the near future.

With every good wish, I am

Sincerely,

Jeff Smith

Jeffrey M. Smith

Jeffrey M. Smith

700 Camino Lejo
Santa Fe, New Mexico 87501
Office: 505/667-3905
Home: 505/983-3822

Summary

More than twenty years of seasoned experience in Governmental Affairs, Public Policy and Communications. Proven abilities in legislative strategy, policy planning and analysis, marketing, management and organizational development. Background includes:

Los Alamos National Laboratory - Director's Executive Assistant

Senator Edward M. Kennedy - Chief Spokesman

Senator George McGovern - Executive Assistant

Senator Robert F. Kennedy - Presidential Campaign Aide

Congressman Bill Richardson - Chief of Staff

Cambridge Survey Research - Vice President

Fund for a Democratic Majority - Senior Consultant

Parker Associates Direct - Vice President

Experienced managerial and entrepreneurial skills; expert at setting objectives and implementing strategy; proficient in the rapid application of new ideas to problems that are large-scale in terms of time, size and complexity.

Well-versed in legislative strategy and procedure; experienced with staffing and administering day-to-day operations for Congressional offices in the United States Senate and the House of Representatives.

Skilled at answering press inquiries, creating overall press strategies, preparing news releases, arranging press conferences, producing radio and television feeds, generating op-eds, feature stories and editorials in support of major legislation.

Adept at analyzing and interpreting survey research data and devising strategies to shape and affect public opinion. Special knowledge of direct response advertising, promotion and marketing; proficient at direct mail fundraising, national organization building.

Professional History

Los Alamos National Laboratory - 1990 to present, Executive Assistant to the Director.

Involved in the daily management, policy planning, legislative strategy and setting of future diversified directions for the nation's premier scientific institution. Responsibilities include liaison with the Executive and Legislative branches of state and federal government; writing and articulating institutional views with special focus on the Laboratory's testimony before the Congress, as well as the Director's speeches and statements to other national audiences. Highest security clearances.

Senator Edward M. Kennedy - Press Secretary, 1986-1989

As chief spokesman for one of the most productive legislative offices on Capitol Hill, responsibilities included answering all national/international press inquiries, arranging radio, television and print interviews, organizing press conferences, implementing overall press strategy, preparing news releases, op-eds, feature stories, and producing radio and television feeds. Possess extensive knowledge of activities of Labor and Human Resources Committee, Senate Judiciary Committee and Senate Armed Services Committee.

Parker Associates Direct - Vice President, 1985-1986

Responsible for daily operations for the Washington office of top-level direct response firm which mailed 60 million letters yearly. Coordinated creative and production work, drafted copy and designed direct mail packages. Led creative team in fashioning award-winning direct mail program for the John F. Kennedy Library.

Congressman Bill Richardson - Administrative Assistant, 1982-1985

Assembled staff and administered operations in Washington office and four district offices. Assisted in defining long-term legislative goals and drafted legislation extending the National Health Service Corps. Possess in-depth knowledge of federal programs in New Mexico, and activities of House Energy and Commerce Committee.

Fund for a Democratic Majority - Senior Consultant, 1981-1982

Wrote original marketing plan, drafted direct mail letters, and helped design and edit prize-winning newsletter. $5 million raised in first three years, lowest overhead costs of any comparable organization

Senator George McGovern - Executive Assistant, 1976-1981

As key aide, responsibilities included coordinating legislative efforts, arranging national/international speaking schedule, writing press releases and handling press inquiries. In-depth knowledge of Senate Agriculture Committee and Senate Foreign Relations Committee. Helped manage 1980 Senate re-election campaign, designed seven-page direct mail letter which raised $1.8 million.

Cambridge Survey Research - Vice President, 1973-1976

Helped establish one of the largest and most respected polling firms in the nation. Within three years, CSR employed 300 people and clients included more than two dozen Senators, Congressmen and Governors as well as the 1976 Democratic Presidential nominee. Wrote analytic strategy reports, designed questionnaires, managed financial operations, and served as account executive for key clients. Helped build adjunct company, Cambridge Reports, which furnished consumer confidence data to leading financial institutions.

Senator George McGovern - Special Assistant, 1968-1972

Headed Senate re-election campaign field operation; produced concept and copy for television commercials and designed statewide mailings. Handled national and state press inquiries. Built an 85,000 national supporter file providing seed money for McGovern's successful bid for the 1972 presidential nomination. Helped create and implement the largest and most successful broadbased political fundraising campaign in American history - over $22 million raised from one million small donors. Served as principal liaison to Secret Service and synchronized travel arrangements for three aircraft carrying 225 people over 65,000 miles.

Senator Robert F. Kennedy - Campaign Aide, 1968

Responsibilities included candidate advance preparations, national organizing, regional phone banks, scheduling and media budgeting for key primary contests in Indiana, Nebraska and South Dakota. Developed strategy still used in South Dakota as a model for rural organization. Designed strategic plan on Sioux reservations increasing turn-out to record levels.

Education

Attended Georgetown University Law Center
University of Pennsylvania, B.A.
Middlesex School

-

WHITE HOUSE COMMENT LINE
Wednesday, February 10, 1993
4:00 Report

FEB 11 A9:18

Summary:

At 4:00 pm today, the Comment/Opinion Line received **2210** calls.

Hot Issues Today:

* Lifting the ban on HIV-positive persons entering the country

Support	**15**
Oppose	**1225**

* Gays in the Military

Support	**115**
Oppose	**592**

* Cuts in Social Security COLAs

Support	**12**
Oppose	**62**

* Abortion

Support	**21**
Oppose	**86**

George —
Let's get their names + addresses — we may need them.
Podesta

THE WHITE HOUSE
WASHINGTON

[redacted]

DATE: 2/11/93

TO: GEORGE STEPHANOPOULOS

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

I forwarded this to the President and asked Rubin and Paster to coordinate a response. I don't think much of one is necessary other than the fact that he reviewed. This was hand walked into the White House and floated around for a couple of days until I got it. I think I sent it to him on the 9th.

[redacted]

[redacted]

February 5, 1993

To John Podesta
Fr: George S.
Has the President seen this?

(93)

To: The President
(Copy: Director, Office of Management and Budget)

3 FEB 8 A8:39

From: Congressman George Miller
Congressman Mike Synar
Congressman Charlie Stenholm
Congressman Dan Glickman

Subject: *Options for Deficit Reduction*

During the meeting of the House Democratic Whip organization on February 4, you requested that we forward to you a series of budget options developed by our House working group on deficit reduction.

The following preliminary considerations offer you a very substantial source of supplemental revenues for the budget package. Some of these options represent administrative and management improvements in Executive agencies or departments. Others represent savings attributable to policy changes, some of which have received favorable attention from the House of Representatives in the recent past. Cost savings are not available in each case, and some savings levels are not agreed upon. However, precise levels of savings could easily be developed by OMB, CBO and Committee staffs.

Although some of the savings are "small" by Washington standards, we note that according to the Congressional Research Service, *the average taxpayer pays less than $500,000 in taxes throughout his or her entire lifetime*. A savings of a few million dollars a year, every year, which may seem insignificant to Washington policymakers, is hardly insignificant to that average American.

While each of us does not necessarily endorse each of these options, we believe they warrant strong consideration by the Administration if we are to have a comprehensive budget and reconciliation package.

Sample Deficit Reduction Options List

1. Impose 20% cap on indirect/overhead expenses for federal grants and prohibit certain dues, meals, trips and gifts.

Federal agencies provide tens of thousands of grants to academic and other researchers. Universities typically require academicians to add so-called "indirect costs" to the grant, increasing the size of the grant request to federal agencies by 100% and more in some cases. These costs are attributed to everything from secretarial time spent preparing grants to a portion of library expenses attributable to use by researchers. By contrast, foundations and other non-public funding sources rarely pay more than 20% for indirect costs. Congressional investigators have also found substantial excesses in claims made for indirect costs, the most notable being the Stanford University case which led many universities to revise their claims (but did not impose any limitation on indirect costs as a percentage of the overall grant).

Estimated Savings: $________

2. **Mandate biennial review and recomputation of federal fees, rents, and require payment for provision of normal services by government agencies and offices.**

Congressmen Leon Panetta and George Miller initiated a General Accounting Office review of the appropriateness of fees charged by the U.S. for those utilizing the services of federal agencies and departments. The Departments of Interior and Commerce served as the targets of the initial inquiry. GAO found that many fees and other costs have not been revised in years, often decades, and no longer represent fair market value for the service provided. In many cases, departments and agencies are incapable of even delineating whether a fee is charged. There is no systematic process to assure periodic revision of fees to account for changing costs, and many departments lack even a centralized system for reviewing and accounting for fees. By way of a minor example, the Bureau of Land Management lost $26 million over a 5 year period by ignoring a statutory requirement to charge a user fee for processing applications for geophysical exploration on public lands or to charge fair market value for the use of lands for this exploration.

Estimated Savings: $_______

3. **Require repayment of interest-free component for municipal and industrial water on timely basis, and increase interest rates to private sector equivalency.**

Water districts that benefit from a federally constructed water storage and delivery system often have two repayment obligations: one that is charged interest, and one that is interest-free. The Inspector General has found that districts generally pay the interest-bearing debt first, deferring the interest-free debt because they accrue no additional penalty for the delay. In addition, the interest rate charged for repayment should be revised, as it was set erroneously at 3.5% rather than 5.116%, according to the Inspector General. This alone would add more than $400 million to long term repayments by a single California district. Many other districts may enjoy a similar savings, at taxpayers' expense, because of the decision by an Interior assistant secretary to select the lower interest rate.

Estimated Savings: $2.1 billion+.

4. **Charge market value for grazing fee permits.**

Grazing permits on western federal lands are as little as one-fifth those charged on private lands. Only a very small number of ranchers benefit from this subsidy and many of them are large corporations. The fees not only fail to even recover the costs of the grazing program but also have grievous environmental impacts because of overgrazing, pollution from cattle, and denuding of lands, especially streams and streambanks. Many large holders of subsidized grazing permits (including foreign-owned companies) sublease their rights, making millions of dollars not shared by taxpayers who own the land in the first place. The House has voted to increase grazing fees on a number of occasions, but the fee formula is established by executive order and need not be legislated to achieve fair market value.

Estimated 5 Year Savings: $975 million.

5. **Eliminate third tier management at Bureau of Land Management.**

Recent congressional testimony indicated serious over-bureaucratization in BLM.

Estimated 5 Year Savings: $250 million.

6. **Consolidate mapping responsibilities in U.S. Geological Survey.**

Testimony of the USDOI-IG also criticized duplication in agency mapping functions. Relying on a single mapping agency -- the world-renowned USGS -- could eliminate duplication of personnel and expensive materials.

Estimated Saving: $70 million.

7. **Eliminate Unjustified Expenditures for Nuclear Energy R&D**

For over 30 years the commercial nuclear power industry has enjoyed large federal subsidies which are no longer justified. Government subsidies for certification and standardization of advanced reactor designs, and for demonstrations of the Early Site Permit process and nuclear license renewal process, could be largely eliminated, allowing private industry to pursue these technologies based on market considerations, rather than federal subsidies.

Estimated 5-Year savings: $600 million.

8. **Convert student loan guarantees to a direct loan program; recover through IRS.**

The Bradley-Miller initiative, which was not included in 1992's post-secondary education law, would have converted the current guaranteed loan program to a direct loan and expanded eligibility. Regardless of how eligibility and amounts are treated, elimination of the middle man saves substantial amounts of money. In addition, the Internal Revenue

Service should be utilized for repayment of the loan, improving accountability and tracking of loan recipients and reducing defaults.

Estimated 5 Year Savings: $1.5 billion.

9. **Impose minimum royalties and reasonable patent fees on hardrock mining production on public lands.**

Unlike current users of public water, oil, gas, and other resources, those who patent claims on hardrock minerals on public lands pay no royalties and only minimal fees. The source of the disparity is the 1872 Mining Law which has never been significantly amended. Its policy concerning royalties is clearly outdated, having been designed to encourage the settlement of the West. Over 3.2 million acres of land have been patented by private companies under this law. The law, which has been heavily attacked and the subject of many efforts at reform, has resulted in such anomalies as large resource companies acquiring billions of dollars in public minerals for only $2.50 an acre. According to GAO, $65 billion in resources remain on public lands awaiting development and as matters now stand, the public will receive virtually nothing from development of those assets.

Estimated 5 Year Savings: $500 million
(at 8% royalty)

10. **Mandate tighter collection of mineral royalties.**

A 1992 report of the House Interior Committee documented the continuing mismanagement of royalty collection and the substantial undercollection of funds owed taxpayers under existing laws and leases. These findings parallel many of the Linowes Commission in the early 1980s, which resulted in the creation of the Minerals Management Service (MMS), whose operations have been a source of continuing embarrassment and ineptitude.

Estimated 5 Year Savings: $5 billion.

11. **Aggressively implement BLM's drainage program**

The Bureau of Land Management has failed to aggressively implement its oil and gas drainage program. Federal and Indian lessees are supposed to protect their leased lands from loss of royalty revenue because the oil and gas is drained off the lands. There is currently a backlog of 25,000 cases. The potential loss of royalties ranges from $18 - $59 million annually.

Estimated 5 Year Savings: Ranges from $74 million to $236 million.

12. **Recover costs for processing permits for exploration on BLM lands.**

BLM does not recover costs for geophysical exploration on public lands, even though this is required by law.

Estimated Savings: $5 million annually.

13. **Phase out/end below cost timber sales.**

An estimated 50% of federal timber -- or timber on seven out of nine national forests -- is sold at prices lower than what it costs the government to conduct the sale and to build the roads to provide access to the timber. Losses from sales over the last 14 years are estimated to be $7 billion.

Estimated 5 Year Savings: $260 million.

14. **Reduce appropriations for, and administratively cancel two long-term timber contracts in, the Tongass National Forest (Alaska).**

The Tongass contracts, signed in the 1950's, provide timber at prices vastly below fair market value to two pulp mills, one of which is owned by a consortium of Japanese corporations.

Estimated Savings: $30 million annually until the year 2011

15. **Cancel Voice of America Transmission Tower in Israel**

The radio tower initially planned has been long-delayed and currently is unneeded given our access to Eastern Europe and other sites through alternative, cheaper means. The tower has been the subject of intensive protest and litigation within Israel because of allegations of substantial environmental impacts, particularly on bird migration.

Estimated Saving: $ 250 million.

16. **Modify National Park concessions contracts.**

The USDOI-IG has severely criticized concessions contracts for including "unreasonably low franchise fees." The IG estimates federal revenues losses of **$83 million** in the 1984-1988 period alone, and estimates the 1993 figure will be nearly **$24 million.** Other estimates of Federal revenue losses due to below-market rents range up to $250 million annually. Lower fees have been justified in the past by the concessionaires' promise of undertaking capital improvements, but these have generally not occurred.

Estimated savings: up to $250 million annually.

17. **Create a Commission to examine the structures, programs and functions of all federal agencies and departments, and to recommend specific measures to eliminate unnecessary or duplicative management and overhead, abolish outdated board and commissions, and integrate operations of various agencies and departments.**

As just one example of such redundancies, the Democratic Caucus Task Force on Government Waste pointed out that three different federal agencies have responsibility for catfish research. The Task Force report provides illustrative ways to streamline government, an initiative that should be adopted by the Democratic Administration both to reduce operational costs of government, and to illustrate that government has not been run like a business over the past dozen years.

Estimated Long-Term Savings: $3-5 billion annually.

18. **Require repayment of federal Power Marketing Administration debt to cover the government's true cost of providing power.**

Federal taxpayers subsidize the electricity rates charged by the federal Power Marketing Administrations (Bonneville Power Administration, Western Area Power Administration, Southeastern Power Administration, Alaska Power Administration and Southwestern Power Administration). This subsidy can be either reduced or eliminated through requiring a fixed repayment schedule and utilizing interest rates that reflect the actual federal cost of borrowing. Although this reform would significantly increase the cost of federally subsidized electricity, this power would still be one of the least expensive power sources available in the entire nation.

Estimated 5-Year Savings: $1-2 billion.

19. **Eliminate or restrict the use of subsidized federal irrigation water to produce certain crops.**

Irrigation water made available from Federal Bureau of Reclamation projects in the 17 Western States is used for the production of crops considered "surplus," by USDA, on 40% of Federally-irrigated cropland. This creates a "double subsidy", with Federally-subsidized water supplied by one agency being used to grow crops which have officially been declared to be in surplus by another agency. Financial support is provided by the USDA for not growing these crops. The **annual** "double subsidy" has been estimated by Bureau of

Reclamation economists at between $203 million and $830 million. This reform has passed the House of Representatives on several occasions.

Estimated savings: $203-850 million annually.

20. **Maximize National Park-National Forest Collection Fees**

The IG reports that the Park Service has neither initiated entrance fee programs at all national parks authorized to collect entrance fees nor maximized its fee collection program at parks presently charging such fees. Inadequate staff resources frequently result in unattended fee booths, or park concessioner employees being paid to collect fees. If the Park Service were to be more aggressive in collecting recreation and entrance fees, and estimated **$117 million** could have been collected in 1991. If legislative and other restrictions were removed from parks presently prevented from collecting fees, an additional **$151 million** would have been recovered. In addition, the Forest Service could charge nominal fees for a diverse number of recreational activities (fishing, camping, entrance) as many states now do. The potential for revenues from such a source is significant.

Estimated Additional Revenue: $300 million+ annually.

21. **Tighten criteria for federal land exchanges.**

The Department of the Interior often enters into land exchanges with private landholders for the purpose of acquiring highly desirable lands for a variety of purposes (park expansion, environmental protection, consolidation of holdings, etc.) Various investigations have demonstrated a gross lack of standardization in the valuation of lands offered for exchange, and frequent manipulation of valuation (particularly in Alaska) that benefits private owners at public expense. A standard mechanism must be developed to guide future exchanges and prevent the kinds of abuses that have cost taxpayers hundreds of millions of dollars, and resulted in the federal government acquiring ownership of marginally valuable or unusable lands.

Estimated 5 Year Savings: $2.5 billion

22. **Reduce the number of federal aircraft and tighten usage of remaining planes.**

The number of government owned or leased planes in the Executive Branch **doubled** to almost 1,400 in the 1980's. This fleet costs taxpayers about $750 million per year to operate and maintain. Civilian agencies also lease or charter about 5,000 more aircraft at an additional cost of at least $100 million annually. GAO has published a series of highly critical reports on aircraft purchase and use, and agency IG's have cited similar abuses including unnecessary travel, unjustified purchase or lease, inappropriate cost comparisons and lax oversight. The Administration could eliminate 50% of the planes in the government's fleet of agency/department non-military planes, require strict justification for remaining planes, impose greater OMB/GSA central management and control of planes, and tighten control over their use, encouraging use of commercial air travel.

Est. 5 year Savings: $1-1.5 billion

23. **Tighten controls on year end spending by all departments and agencies.**

Operating under a "use it or lose it" mentality, agencies and departments typically spend more in the last quarter of each fiscal year than the average for the first three quarters. Abuses are well-known and documented. The House Democratic Task Force on Government Waste, which reviewed this issue in its June 1992 report, revealed that "by some estimates, agencies spend 48% more in the final month of the fiscal year than was spent on average in the 11 previous months."

Est. 5 year Savings: $500 million

24. **Require all federal departments and agencies to use lower class (i.e., 3rd, 4th v. 1st) and/or other non-priority mail whenever possible, and to initiate other actions to reduce federal mail and delivery costs.**

The government spends conservatively $1.5 billion each year on mail and overnight and other special delivery costs. OMB recently directed agencies and departments to switch from penalty to commercial mail to ensure improved accountability over agency mailings and to increase use of certain postal service discount programs. Additional initiatives could save substantial amounts. For example, the Postal Service estimates that agencies spend $400 million per year on overnight service. Much of this is unnecessary. Switching to 2 day service cuts the cost in half.

Estimated 5 year Savings: $.6-1.0 billion

25. **Improve DOD inventory control and reduce new purchases of materials already in surplus stock.**

For over 20 years, GAO, defense auditing agencies and congressional committees have highlighted continuing problems concerning DOD's purchase of billions of dollars in goods when those same materials are already in surplus. According to the House Armed Services Committee, DOD recently reported it had about **$2 billion** in unneeded inventory and another **$9 billion** in excess inventory. ***GAO recently calculated DOD's excess inventory at more than $34 billion*!** GAO also recently found that DOD ***routinely*** purchases 10% more than it needs for its inventory.

Estimated 5 year Savings: $12.5-20 billion*

(*Procurement and contracting reforms for all departments and agencies could substantially reduce savings further prohibiting payment for "employee morale expenses"; revising federal contractor indemnification policies; tightening restrictions on sole source contracting; improving compliance with the Brooks ADP Act; and requiring that contractor award fees are paid only upon satisfactory performance throughout the entire period of the contract.)

26. **Phase out Dependent Care Tax Credit for wealthiest families.**

The House approved, as part of the 1990 child care bill, a phase out of the DCTC for families earning in excess of $70,000 in adjusted gross income (AGI). The credit would have been eliminated for families with greater than $90,000 AGI. This change would concentrate child care benefits on lower and middle income working families. Only about 15% of eligible families would be affected by the phase out, and most would continue to receive some of the credit.

Estimated 5 year Savings: $1 billion

THE WHITE HOUSE

WASHINGTON

[redacted]

2/11

To: Bernie Nussbaum

From: John Podesta

I think your office should reply to the attached

[redacted]

JP

[redacted]

GONOR & KENT
ATTORNEYS AT LAW
15910 VENTURA BOULEVARD, SUITE 1229
ENCINO, CALIFORNIA 91436

Joan Padesta

* RICHARD M. KENT
* NORMAN J. GONOR
WILLIAM S. LEONARD
* A PROFESSIONAL CORPORATION

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FAX INFORMATION COVER SHEET

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Attention: Ms. Nancy Heinreich

Company Name: The White House

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2013-0662-S

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Feburary 8, 1993

The Honorable William J. Clinton
The White House
Washington, D.C. 20505

In Re: Director William Sessions

Dear Mr. President:

This letter will serve to confirm my telephone conversation with Judge William Sessions this afternoon, and with Ms. Nancy Hernreich.

I know Judge Sessions through a mutual friend, and further through this mutual who was a former family law client of Judge Sessions, I became aware of certain things that were part, and parcel of the management style of former Attorney General Dick Thornburg, and as well, Leonard Barr.

Shortly after Thornburg was appointed, Judge Sessions commented that he was being squeezed out, and that during other conversations with both of the former Attorney Generals, the phrase: " Bill, your not acting like a team player!" Rang out through these meetings.

Judge Sessions is one of the most honorable Jurists that has ever sat on the District Court, and further, one of the most ethical FBI Directors we have had in years.

It is my personally opinion, that should this Administration request the Directors resignation, you will be doing the dirty work of George Bush, Dan Qualye, Dick Thornburg, and William Barr, who you may not be aware of was George Bush's Executive Assistant at the CIA when Bush was the Director.

President William J. Clinton
Feburary 8, 1993
Page 2.

It was the rule, rather than the exception that when you crossed Bush, Thornburg, or Barr, that you were looking at a major retaliation that if it did not result in the target being fired, it at least ruined their life.

And this I feel is exactly what has been going on in this matter.

Thank you in advance for your anticipated interest, and cooperation in this matter.

Sincerely,

ROBERT A. DANFORD

THE WHITE HOUSE

WASHINGTON

2/11/93

[redacted]

MARILYN —

The President bumped this back to Mack. As you know, Vince Foster was looking at it. Are you following up?

John

[redacted]

[redacted]

February 1, 1993

TO: John Podesta

FROM: Marilyn Yager
x7925

Mack felt that the President should have the opportunity to review this. I have asked Legislative Affairs to ask DOT to slow down the process to give the President the opportunity to voice his recommendation.

THE WHITE HOUSE

WASHINGTON

B C / Des

To:	Mack McLarty
From:	Karen Hancox, Legislative Affairs
Subject:	Flight Service Station in Little Rock
Date:	January 28, 1992

Ed Fry, Congressman Thornton's AA called and was concerned that the FAA was about to close the essential air service station in Little Rock.

I spoke with Neil Dhillon with the Department of Transportation. Dhillon said that there are only five employees at this service station, and 3 of the employees do not mind moving. DOT does not want to set the precedent of accepting requests to keep open stations slated for closing. The FAA is consolidating service stations across the country, Little Rock's being one. DOT's recommendation is that the station be closed.

Then-Governor Clinton wrote a letter asking that the service station be kept open. Congressman Ray Thornton would very much like to keep this service station open -- it is very important to him. According to Thorton's office, the Little Rock airport services more private pilots that all the other airports in Arkansas combined, therefore he thinks it is critical that it be kept open.

Does the president want to order the Department of Transportation to keep this service station open?

The FAA has apparently planned to close this air station next week.

Please advise.

cc: Howard Paster

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR LEON PANETTA

FROM: JOHN PODESTA JDP

SUBJECT: E.O. ON ADMINISTRATIVE CUTS

When the President reviewed and revised the Executive Order on saving Administrative Costs entitled, "Deficit Control and Productivity Improvement in the Administration of the Federal Government", he was very clear that implementation in fiscal year 1994 should exclude administrative expenses associated with the start up of programs begun by this Administration.

In implementing the authority granted to you in Section 3 of the Order, please ensure that instructions to the agencies and actions by OMB are consistent with the President's direction on this matter.

EXECUTIVE ORDER

\- - - - - - -

DEFICIT CONTROL AND PRODUCTIVITY IMPROVEMENT
IN THE ADMINISTRATION OF THE FEDERAL GOVERNMENT

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Budget and Accounting Act of 1921, as amended (31 U.S.C. 1101 et seq.), and section 301 of title 3, United States Code, and in order to assist in the control of the Federal deficit and improve the administrative productivity of the Federal Government, it is hereby ordered as follows:

Section 1. All executive departments and agencies shall include a separate category for "administrative expenses" when submitting their appropriation requests to the Office of Management and Budget (OMB) for fiscal years 1994 through 1997. The Director of OMB (Director), in consultation with the agencies, shall establish and revise as necessary a definition of administrative expenses for the agencies. All questions regarding the definition of administrative expenses shall be resolved by the Director.

Sec. 2. The purpose of this order is to achieve real reductions in the administrative costs of Federal agencies. In order to accomplish that goal, agencies shall submit budgets that reflect the following reductions from the fiscal year 1993 baseline:

(a) For fiscal year 1994, all agencies shall submit budget requests that reflect no less than a 3 percent reduction in administrative expenses from the amount made available for fiscal year 1993 adjusted for inflation;

(b) For fiscal year 1995, all agencies shall submit budget requests that reflect no less than a 6 percent reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(c) For fiscal year 1996, all agencies shall submit budget requests that reflect no less than a 9 percent reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(d) For fiscal year 1997, all agencies shall submit budget requests that reflect no less than a 14 percent reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation.

Sec. 3. The Director shall review agency requests for administrative expenses. The Director shall ensure that all agency requests for such expenses are reduced in accordance with section 2. To the extent that any agency fails to comply with the mandates of section 2, the Director is authorized to reduce the request for administrative expenses in that agency's budget to achieve the appropriate reduction.

Sec. 4. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

William J. Clinton

THE WHITE HOUSE,
February 10, 1993.

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN
02-10-93

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

Attached is a memorandum from Mickey Kantor asking for your approval to announce that you will seek extension of fast track trade negotiation authority during Leon Brittan's trip to Washington on Thursday.

Howard Paster raised some concerns about the strong statement Mickey was proposing (see attached memo). The three of us have talked and Mickey now proposes modifying his statement to say that the President would like to seek extension after Congressional consultation and assuming EC encouragement of progress in the GATT round. Everyone is fine with the statement as modified, including Rubin and Berger for Lake. We recommend you approve the modified statement.

✓ Approve _____ Reject _____ Discuss

THE UNITED STATES TRADE REPRESENTATIVE
Executive Office of the President
Washington, D.C. 20506

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

'93 FEB 9 P4:31

FROM: Michael Kantor

SUBJECT: GATT/Uruguay Round: Decision on Renewal of Congressional Fast-Track Procedures

ISSUE

Whether to announce this week that you intend to seek a renewal of Congressional fast-track procedures for purposes of concluding the GATT/Uruguay Round negotiations.

DISCUSSION

On February 8, the interagency Trade Policy Review Group agreed without objection that the Administration should seek renewal of fast track procedures to complete the Round. Additional consultations interagency and with Congress are required to develop appropriate options on the duration of a renewal and the details of a legislative proposal.

EC Commissioner Leon Brittan will be in Washington February 11-12 to review U.S. - EC trade relations; the Uruguay Round will undoubtedly be a focal point in the discussions. Continuing uncertainty over the Administration's intentions on fast track and the Round has led the EC and others to question U.S. trade policy and argue that the United States is backing away from a successful conclusion of the GATT round.

I intend to press Commissioner Brittan for a commitment to address the issues of concern to the United States in the Round, and to obtain an understanding of the EC's own internal timetable for concluding. A signal that the Administration will seek Congressional approval of additional fast track procedures for the Round would be an appropriate gesture to make at that meeting.

RECOMMENDATION

That you authorize me to use the occasion of the Brittan meeting February 11, to announce that you have decided to seek a renewal of fast-track procedures, the duration of which will be announced after consultations with Congress and the private sector are completed.

Approve: ✓ __________ Discuss: __________

THE WHITE HOUSE

WASHINGTON

FEB 9 P7:35

TUESDAY, FEBRUARY 9, 1993

MEMORANDUM FOR JOHN PODESTA

FROM: Howard Paster HP

SUBJECT: Ambassador Kantor's memo of this date

I think it might be an error to announce the President's intention to seek renewal of fast-track authorization for the Uruguay Round without more extensive consultations on Capitol Hill. Ambassador Kantor's memo correctly notes the need to consult with Congress on any such legislation. Yet I fear an announcement on this sensitive issue could lead to Congressional criticism as we move toward the President's speech on the economic plan. Is it possible to make a more cautious comment. Could STR tell Brittan we are willing to discuss renewal of fast track on Capitol Hill, but that we need some encouragement from the EC on the possibility of progress as leverage to work with Congress on this. This does not lock us in with the folks in Congress, and may actually help with the EC. Then, after a fair period, we could move in accordance with the STR's recommendation.

OFFICE OF THE VICE PRESIDENT

WASHINGTON

To Exec. Clerk 2.10 93

~~CONFIDENTIAL~~

TO: John Podesta
Staff Secretary

FM: The Vice President

OK
JDP

RE: Commissioned Officers

February 4, 1993

I have requested of the President that he commission as officers the following individuals on my staff:

Roy Neel - Assistant to the President and Chief of Staff to the Vice President;

Jack Quinn - Counsel to the Vice President and Deputy Chief of Staff;

Marla Romash - Communications Director for the Vice President;

Leon Fuerth - National Security Advisor to the Vice President; and

Skila Harris - Chief of Staff to Mrs. Gore.

I would appreciate your taking such further steps as are necessary to effectuate these commissions.

cc: Mr. McLarty

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: N DATE: 7/11/11

2018-0662-S

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: George S.

The President has reviewed the attached, and it is forwarded to you for your:

Information ☑

Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN
2-10-93

Clinton's Decision-Making Style Keeps Capital Waiting

■ **Presidency:** He invariably delays key moves until the last minute. But poor timing becomes his chief problem.

A-1

By DAVID LAUTER
TIMES STAFF WRITER

WASHINGTON—No one who worked for Bill Clinton at the time has forgotten March 1, 1990—the deadline the then-governor had set for announcing whether to seek a fifth term as Arkansas' chief executive.

Clinton had written a speech and debated the pros and cons endlessly with anyone who had an opinion. But right up to the last moment, not even his closest aides knew which way he would go. Indeed, some swear that Clinton did not finally decide until half way through the speech.

Now Washington has begun to come to grips with the decision-making style that episode represents—a style markedly different from that of any of his immediate predecessors.

Early in his career Clinton often appeared flatly indecisive. In more recent years, he has demonstrated an ability to make difficult decisions but he invariably waits until the last minute—and sometimes longer.

Ever since his inauguration, for example, Clinton has been meeting with top economic advisers to discuss his economic strategy—meetings that have taken up hours of each day for himself and several Cabinet secretaries as well as senior White House aides.

Despite the time spent, however,

Please see STYLE, A5

Los Angeles Times
2/9/93

1/2

STYLE: Clinton Listens to Debates Before Key Decisions

Continued from A1

many of the key issues involved in the plan remain unresolved. Although Clinton said Monday during a White House photo opportunity that he had "made a lot of the specific decisions," aides said that assessment went a little far. In fact, with just a little more than a week to go before he is to release his economic plan, they said, Clinton has not yet made such fundamental calls as how much of a reduction to seek in the federal deficit or what mix of tax increases and spending cuts the plan should contain.

Clinton's style of making decisions contrasts sharply with that of former President George Bush, who—particularly on domestic policy issues—had little taste for long debates on fundamental issues. He preferred to get problems out of the way and, in a favorite phrase, "move on." Ronald Reagan had an even less similar style, leaving the details of nearly all decisions to his aides while he concentrated on setting broad principles and selling his plan to voters.

'It's the most venerable of Washington institutions—leaks. People involved in decisions feel compelled to make their role in the process felt by talking to reporters on background about decisions in process. It's been a big complication.'

GEORGE STEPHANOPOULOS
White House communications director

In many ways, Clinton most resembles Franklin D. Roosevelt, according to historian Michael R. Beschloss. "Roosevelt was expert in hearing out many people within his Administration, many of whom disagreed with one another, making them all feel they had been listened to and included," Beschloss said. "It helped bind people to him and also kept these people in suspended animation" until the President was ready to make a decision.

But while Roosevelt's way clearly worked for him, Beschloss and others question whether the same will be true for Clinton. What allowed Roosevelt to succeed, Beschloss notes, was the President's "exquisite sense of timing"—a sixth sense about when the ideal time would be to release a decision to the public.

By contrast, poor timing has been Clinton's chief problem in the last few weeks—particularly in the politically costly fight over lifting the ban on gays in the military. Clinton's defenders argue that the timing of that fight was not truly his to control. The military and its allies in the Senate—particularly Armed Services Committee Chairman Sam Nunn (D-Ga.), ambushed Clinton, White House aides maintain, leaving the President with no way to avoid a fight, except to back away from his campaign pledge to lift the ban.

Even some Clinton aides, however, concede that the issue would have been overshadowed had Clinton stuck to his plan to present and economic package the day he took office. "That was probably unrealistic" from the start, said one senior aide. But it was Clinton who first raised expectations that he would be able to achieve that goal.

Clinton's style brings some clear advantages. "He invites a lot of people into a room and listens to them yell and scream," said one White House aide, who acknowledged that the President "does tend to delay." While the Clinton style "means that you spend a lot longer doing things . . . it also means you avoid certain mistakes" that might have been made if all sides were not considered, the aide said.

But the style also has clear drawbacks. As the last two weeks of trial balloons and snafus have shown, in the absence of clear decisions people try to push the President one way or the other with news leaks, preemptive strikes or other maneuvers—whether the subject is an economic plan or the selection of an attorney general. The longer the decision-making process takes, the more time participants have to influence it in that way.

"It's the most venerable of Washington institutions—leaks," said White House Communications Director George Stephanopoulos. "People involved in decisions feel compelled to make their role in the process felt by talking to reporters on background about decisions in process.

"It's been a big complication."

In the last two weeks, Clinton has faced that problem on two major issues. In the selection of his attorney general, supporters of U.S. District Judge Kimba M. Wood widely leaked her name to news organizations before the White House background checking process was completed—a move that may have been designed in part to lock in her nomination before Clinton had firmly made a decision about it.

On the economic plan, Administration officials who advocated sharp cuts in the federal deficit floated a proposal to freeze Social Security cost-of-living increases—an idea that caused Clinton considerable pain until White House officials finally buried it on Monday.

A bigger potential problem is that the appearance of indecisiveness, if it takes hold, can begin to erode a President's authority.

The lack of firm decisions on key questions also has complicated attempts by White House officials to convey a clear "message of the day." In fact, on most issues that have come up—from health care to campaign finance reform to welfare—the Administration has little to announce other than the establishment of task forces.

Indeed, at the daily White House news briefing, the response "no decisions have been made on that" has become so common that one reporter sitting in the back of the briefing room where he could not hear the questions recently began asking Stephanopoulos a follow-up question on the economic package. In fact, the spokesman had already given his standard response to a query about Bosnia, not the economic plan.

'[Franklin D.] Roosevelt was expert in hearing out many people within his Administration . . . making them all feel they had been listened to and included. It helped bind people to him and also kept these people in suspended animation' until the President was ready to make a decision.

MICHAEL R. BESCHLOSS
Historian

Despite the problems, however, Clinton has no intention of changing this most basic of decision-making habits, top aides said. Indeed, his first public response after the Zoe Baird fiasco last month only reinforced his resistance to deadlines. Her nomination for attorney general was withdrawn because of controversy over her hiring of illegal aliens.

When asked, Clinton blamed his decision to complete naming his Cabinet before Christmas.

"In retrospect, what I should have done is to basically delay the whole thing for a couple of days" to examine Baird's file more carefully, Clinton said.

Clinton "is not out to make snap decisions on things," said Press Secretary Dee Dee Myers.

When he asks for information on a subject, "he doesn't want the one-page version, he wants the whole book."

2/2

Los Angeles Times
2/9/93

90

THE PRESIDENT HAS SEEN
2/10/72

The difference is FDR decided what & when to veto — we need to determine how to get clean vetoes —

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: MARSHA Scott

The President has reviewed the attached, and it is forwarded to you for your:

Information ☑

Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN
02-10-93

THE WHITE HOUSE

WASHINGTON

TO: The President
FROM: Marsha
DATE: February 9, 1993

RE: Gifts

Occasionally we receive an item that I know you will want. When appropriate, I will send it to you for your immediate enjoyment. Otherwise, a list of gifts received will be sent each day through John Podesta for your attention. Decide what you want to see or keep and I will have the items delivered.

Enjoy the cigars!! A thank you note has been sent.

Wonderful - Thanks
But
Where
are the Cohibas?
2 boxes!

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: MARSHA Scott

The President has reviewed the attached, and it is forwarded to you for your:

Information ☐

Action ☑

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN
2-10-93

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: MARSHA SCOTT
DEPUTY ASSISTANT TO THE PRESIDENT FOR
PRESIDENTIAL CORRESPONDENCE

SUBJECT: Daily Gift Unit Report

A. Gifts Delivered Today 69

B. Interesting Gifts Received Today

1. **Steve Kaufman and Adam Karen.** Portrait of Mickey Mantle holding a baseball signed "Mickey Mantel." The donors/ artists were assistants to the late Andy Warhol and the portrait is done in typical Warhol style. This painting is of excellent quality and has been appraised at $900. It is approximately 3 feet by 3 feet.

Ann — Gift to Cathy
at night
be good [illegible]
[illegible]

Disposition: _____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

2. **Steve Corneliussen.** Memorial edition of Profiles of Courage, by John F. Kennedy, with a special forward by Robert F. Kennedy. It is a paperback edition with an original value of $0.65.

Disposition: _____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

3. **Michael P. Schulhof.** Limited Edition/Not For Sale CD of "An American Reunion - A Musical Celebration of America's Diversity and Strength." CD is presented in a special cloth bound case with the inaugural seal.

Disposition: _____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

4. **Harry Pamoillonia.** One 18K gold bow pin with diamonds. Gift intended for the First Lady. The pin has been appraised by the jeweler/donor at $4500.

Carolyn Huber took to HRC

Disposition: _____ Keep for Personal Use and send to:
_____ Designate for Archives
_____ Return to Sender

5. **Spenta D. Kandawalla.** Various items sent to the members of the First Family by a college friend of First Lady Clinton. The gifts include:

Carolyn Huber took TO HRC

* a Pakistani vest, hat and slippers for Chelsea Clinton;

_____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives
_____ Designate for Charity

* a silver coated bronze plate engraved with congratulations. The approximate value is $30;

_____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

* one 22K gold necklace with eagle pendant intended for the First Lady. The approximate value is $150;

_____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

* two hardcover books entitled Karachi and Journey Through Pakistan. The approximate value is $100.

_____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN
2.10.93

February 9, 1993 FEB 9 P7:41

MEMORANDUM FOR THE PRESIDENT

FROM: MARSHA SCOTT
DEPUTY ASSISTANT TO THE PRESIDENT FOR
PRESIDENTIAL CORRESPONDENCE

SUBJECT: Daily Gift Unit Report

A. Gifts Delivered Today 125

B. Interesting Gifts Received Today

1. **W.O. Turney Jr.** A pair of leather western boots. The boots are custom made and have a reptile skin bottom. They are black decorated with a red pig and lettered "Clinton" and "BC." The appraised value of the boots is $1000.

Disposition: _____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives
_____ Return to Sender

2. **Dan Ciobanu, Ovidin Enculescu, and Niculae Gheran.** The Rumanian edition of The Comeback Kid. Donors published the Rumanian edition to coincide with President Clinton's inauguration. The appraised value is $45.

Disposition: ✓ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

3. **Jerry Weaver.** Handcrafted paperweight. Rectangular walnut wood, approximately 3" x 8". Inlaid Kennedy bicentennial coins and Susan B. Anthony Coin. Has a gold plaque lettered "William Jefferson Clinton 42nd President, United States of America, "ASK NOT WHAT YOUR COUNTRY CAN DO FOR YOU - ASK WHAT YOU CAN DO FOR YOUR COUNTRY."

Disposition: ✓ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

4. **Edilio E. Alberto Rusconi.** Green leather bound book titled "Van Gogh" encased in a matching slip cover. The copy is number 2 and has been stamped for First Lady Hillary Clinton. The appraised value is $150.

[illegible] Disposition: _____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

5. **Rebecca Ruth Copple.** Handcrafted wooden cat designed in the shape of a bowling bowl. Item has three holes and can be rolled. One of the original crafts has been purchased by the Arkansas Art Center in Little Rock for their permanent collection. The appraised value is $200.

[illegible]
_____ Keep for Personal Use and send to:
_____ Residence
_____ Camp David
_____ Designate for Archives

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: Howard Paster

The President has reviewed the attached, and it is forwarded to you for your:

Information ☑

Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

[redacted]

THE WHITE HOUSE
WASHINGTON

DATE: 2/9/93

TO: Nancy

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

[redacted]

The President should do this at his convenience.

[redacted]

THE PRESIDENT HAS SEEN
2-10-93

THE WHITE HOUSE

WASHINGTON

February 9, 1993

93 FEB 9 A11:40

RECOMMENDED TELEPHONE CALL

TO: Senator Alan Simpson (R-WY)

DATE: February 9, 1993

RECOMMENDED BY: Howard Paster HP

PURPOSE: To thank Senator Simpson for his public support.

BACKGROUND: A February 7, 1993 AP story printed in the Casper Star (attached) stated, "Three weeks into the Clinton Administration, Simpson said he is impressed by the new president. But he is troubled by the media assault on Clinton. 'What is really distressing to watch... is to think that this man has three years and 50 weeks left,' and already the critics, the press and interest groups are, in his estimation, 'chopping him to pieces.'"

Senator Simpson is a key member of the Senate Republican leadership and is known as a "straight-shooter". Senator Simpson has demonstrated a capacity to move beyond partisanship on a number of occasions. He and his staff can be constructive brokers for our legislative agenda if engaged directly.

TOPICS OF DISCUSSION: 1. You should express thanks to Senator Simpson for his supportive remarks as quoted in the Casper Star.

CONTACT PERSON AND TELEPHONE NUMBER(S): Howard Paster (x2230)
Steve Ricchetti (x7054)

DATE OF SUBMISSION: February 9, 1993

ACTION: Called 2/10 1:30
he encouraged spending cuts
and will be for COLA cuts/on incomes
above 30,000 —

CASPER, WYOMING
FEBRUARY 7, 1993

'Don't get defensive,' Simpson advises

CHEYENNE. (AP) — A bit of advice from Sen. Alan Simpson to Clinton chum Sen. David Pryor, D-Ark.: Don't get defensive.

"You're going to be defending Bill Clinton when he asks you to, and when hasn't asked you to. But don't get defensive, because that's where I got in trouble," Simpson said.

The outspoken Wyoming Republican placed himself in the line of fire for former President George Bush many times. He said Wednesday that not having his longtime friend in the White House is "a great relief to me, and I mean that."

Simpson said it was tough to hear Bush called "every name in the book," and it was painful for he and other presidential allies to find themselves with "a little egg on our chops" for coming to his defense. Three weeks into the Clinton Administration, Simpson said he is impressed by the new president. But he is troubled by the media assault on Clinton.

"What is really distressing to watch ... is to think that this man has three years and 50 weeks left," and already the critics, the press and interest groups are, in his estimation, "chopping him to pieces."

What's their alternative," Simpson asked. "I'd say, do any of you out there want to see anything work?"

Simpson said he could support a proposed economic revitalization measure, "as long as we have some commensurate reduction in spending."

THE PRESIDENT HAS SEEN
2-10-93

THE WHITE HOUSE

WASHINGTON

93 FEB 8 A9:39

FEBRUARY 7, 1993

RECOMMENDED TELEPHONE CALL

TO: Senator Orrin Hatch
202-224-5251

DATE: Week of February 8, 1993

RECOMMENDED BY: Howard Paster HP

PURPOSE: To stroke him in light of the delay in finding an Attorney General

BACKGROUND: He is the ranking Republican on the Senate Judiciary Committee, and a member of Labor and Human Resources

TOPICS OF DISCUSSION:

1. Thank him again for having supported Zoe Baird, and having helped quickly move the nominations of Shalala and Reich

2. Note that he could have taken easy shots about the delay in appointing an attorney general and has refrained from doing so

CONTACT PERSON: Howard Paster (456-2230)

DATE OF SUBMISSION: February 7, 1993

ACTION: 2/10 - good talk
He says he + Ted Kennedy want
to modify employer sanctions
in immigration law

THE WHITE HOUSE
WASHINGTON

DATE: 2/10/93

NOTE FOR: CAROL RASCO

The President has reviewed the attached, and it is forwarded to you for your:

Information ☒

Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE WHITE HOUSE

WASHINGTON

February 9, 1993

MR. PRESIDENT:

Attached is a memo from Carol Rasco and Bruce Reed recommending that you, personally, chair the welfare reform working group.

George agrees with the recommendation for the reasons stated. I have forwarded a copy to Mack, the Vice President, and the First Lady.

John Podesta

THE PRESIDENT HAS SEEN
2-10-93

THE WHITE HOUSE

WASHINGTON

February 9, 1993 ... 5:47

MEMORANDUM FOR THE PRESIDENT

FROM: **Carol Rasco** CHR
Bruce Reed BR

SUBJECT: **Welfare Reform Working Group**

I. ACTION-FORCING EVENT: In your speech to the NGA, you pledged to name members of the welfare reform working group within ten days. That informal deadline is this Friday, February 12.

II. BACKGROUND: We have asked heads of the departments with a major stake in welfare reform to designate a top official from their agency to serve on the working group. This group will include representatives from:

HHS	Agriculture	Domestic Policy Council
HUD	Education	National Economic Council
Labor	OMB	

Some departments, while eager to get started, do not have the appropriate people in place yet. HHS should officially announce David Ellwood and Mary Jo Bane this week, but Mary Jo does not plan to move to Washington until after she has been confirmed by the Senate.

III. RECOMMENDATIONS: We recommend that you announce the working group as soon as the key players are on board, and bring them to the White House for the group's first meeting within the next few weeks. We have asked HHS to recommend some real executive action you can take to coincide with that first meeting, such as granting a pending waiver for a promising state welfare reform program.

We recommend that you chair the working group and keep welfare reform as a Presidential initiative coordinated out of the White House. (Bruce Reed and Kathi Way will be staffing the issue for the White House.) Secretary Shalala has expressed a desire to run the working group out of HHS and chair it herself. Obviously, her Department should and will have a strong voice in welfare reform through Ellwood, Bane, and others. But for organizational as well as political reasons, we strongly believe the White House should take the lead. You won wide praise last week by making welfare reform one of your top five priorities for the next several months. You risk undermining those gains, both now and down the road, if you farm out that responsibility.

IV. DECISION:

✓ Approve ___Approve As Amended ___Reject ___No Action

But CR should see me re the VP suggestion

THE WHITE HOUSE
WASHINGTON

DATE: 2/10/93

NOTE FOR: CAROL RASCO

The President has reviewed the attached, and it is forwarded to you for your:

Information ☒

Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN
2/10/93

THE WHITE HOUSE

WASHINGTON

PG:10

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Howard Paster HP

SUBJECT: Follow-up conversation with Chairman Rostenkowski

Subsequent to our 1 p.m. meeting I called Chairman Rostenkowski's staff director to affirm the Administration's intention to pursue the policy of universal immunization, while assuring the Committee of our intention to work with them in framing legislation.

Chairman Rostenkowski later called back himself to assure you that he will support the policy, but to restate his concern that we proceed in a planned and thoughtful manner on the enabling legislation. I assured him we would work with him and his staff, and said we might consider incorporating the program in the overall economic package. He seemed calmed, and wanted you to know he will support your policies down the line. But he was sending over a memo recommending against an incremental ITC.

cc: Hillary Rodham Clinton

THE WHITE HOUSE
WASHINGTON

DATE: 2/10/93

NOTE FOR: CAROL RASCO

The President has reviewed the attached, and it is forwarded to you for your:

Information ☐

Action ☒

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

[redacted]

OR.

Review a copy of his previous search & taken + request B

[redacted]

[redacted]

THE WHITE HOUSE

WASHINGTON

Professor Steven B. Duke
Yale Law School
Yale Station, Box 401A
New Haven, Connecticut 06520

Dear ~~Steven~~ Steve:

Thank you for writing. I can't tell you how much I appreciate your support over the years. I value your ideas, so please keep them coming!

Sincerely,

Bill

I'm having our folks review your specific suggestions - thanks

ID# 000491

YALE LAW SCHOOL
BOX 401A YALE STATION
NEW HAVEN, CONNECTICUT 06520

JAN 12 1993
RECEIVED

STEVEN B. DUKE
Law of Science and Technology Professor

January 4, 1993

President-elect Bill Clinton
Transition Team
105 West Capitol Avenue
Suite 400
Little Rock, AR 72201

Dear Mr. President-elect:

As you know, I have been an ardent supporter of yours since your first run for public office. I am overjoyed at your election and not only have great hopes but great expectations concerning your presidency. I stand ready to help in any way that I can be useful.

I am not seeking a job with your administration. However, I would be honored to provide advice to your administration concerning any aspect of my expertise: crime and courts.

I offer only one bit of unsolicited advice. It concerns drugs.

Having worked in the field, and taught it, as you know, for more than a generation, I thought I pretty well understood the dimensions of the "drug problem" and the function of criminal law in the overall problem. It was not until I became thoroughly immersed in the subject, in a book project upon which I have been working for three years, that I discovered I had not understood the problem very well after all.

It is my firm conclusion that the Reagan/Bush drug war is a national disaster, helping to destroy the cities, exacerbating racial mistrust, gravely undermining public health, and destroying the civil liberties of us all.

I enclose a brief memorandum on the subject. I would be happy to elaborate on any of it for you or your advisers.

Sincerely,

Steven Duke

SD/jzt
enclosure

TO: President-elect Bill Clinton

FROM: Your ex-professor, Steven Duke

RE: The Drug Problem

DATE: January 4, 1993

A theme of a chapter of my forthcoming book (with Albert Gross) on the drug war is a statement you made to the National Urban League in San Diego, July 27, 1992: "How can you conserve the basic values, how can you conserve the fabric of your life if you do not have the courage to change when what you're doing is tearing the heart out of your country?" You could have been talking about the Reagan/Bush drug war.

The Reagan/Bush drug war has been a national disaster, rivaling in many respects the error of Vietnam. It is now squandering most of the $40-$50 billion state and federal tax dollars annually spent to investigate, prosecute and imprison drug violators and those who commit crimes to get drug money. Although drug usage and drug crime have not substantially increased since 1980, one person in three now being sent to prison has been convicted of a drug offense compared to one person in thirteen in 1980. More than half of our new prison inmates are there for drug or drug-related crimes and many of them will spend more time in prison than if they had committed multiple murders. Economist Peter Reuter estimates that since 1980 the total expected prison time imposed by federal courts in drug cases has increased <u>tenfold</u>. This is insane.

The major accomplishments of the war on drugs have been to waste hundreds of billions of dollars, flood our streets with guns and gangsters, produce record violent crime rates, and undermine the freedom of all. As the drug war continues, our entire spectrum of rights and liberties is being eroded in the name of drug war necessity.

Rather than supporting America's family structure, the drug war weakens it; instead of alleviating poverty and racism, the drug war promotes them; rather than supporting life in the inner cities, the drug war wrecks the cities. The drug war does not foster but undermines health, being responsible for thousands of deaths from AIDS, hepatitis B, poisoning and drug overdoses. The drug war is counterproductive in virtually every respect. It makes no sense, unless the objective is to create a police state.

****

The major illicit drug, marijuana, is one of the safest drugs on the planet; even cocaine and heroin are not themselves highly dangerous to life. Deaths from cocaine and heroin overdoses are mostly due to drug prohibition. Just as many died during alcohol Prohibition from poisoned or polluted liquor, most of those who are killed by drug overdoses today owe their deaths not to the drugs themselves, but to the intense drug war that drives drug trafficking underground and thereby eliminates even market regulation of purity, potency and labelling.

Tobacco is by far the most dangerous recreational drug in use in the United States and alcohol is the second most dangerous. More Americans die from tobacco and alcohol every year than have died in the entire world, since the beginning of time, from all other drugs combined. More people are killed by tobacco and alcohol in America in a single quarter than have died during more than a decade from the AIDS epidemic.

****

Our efforts to prevent the growing of coca and opium or the production of cocaine and heroin have been and must continue to be total failures. They only undermine democracy in producer countries and perpetuate America's reputation as an international bully. We should stop those efforts immediately. As conservative an institution as ABC News recently took essentially that position in a Peter Jennings special that concluded that our efforts in Bolivia "cannot succeed."

I urge you to make no commitments to continuing any of the punitive aspects of the drug war without first convening a commission to study the matter and make recommendations. In the meantime, you can and should do the following:

1. Reaffirm your commitment to providing drug treatment on demand. Include in that undertaking treatment for alcohol abuse and even tobacco addiction. Integrate these commitments into your overall program for health care reform.

Need study

2. Reverse the current administration's position on the use of marijuana for chronic medical conditions. The Public Health Service recently announced it was phasing out the program whereby persons with glaucoma and others are provided marijuana by the Government. This is outrageous, as is the current classification of marijuana as a Schedule 1 drug, which forbids its medical use.

3. Reverse the Bush administration's position on clean needle programs. The Government induced several states to criminalize the possession of hypodermic needles as an adjunct to the drug war. The result is thousands of new cases every year of AIDS, hepatitis B, and several other serious diseases. Clean needles can and do save lives, not only of drug users but of the rest of us as well. The AIDS Commission recommended clean needle programs. You should support that position.

4. Begin moving in the direction that most of Western Europe is moving: "harm minimization." This is a recognition that the intense criminalization of drug use causes massive crime and health problems, far exceeding by any meaningful measure the costs of drug use itself. We should consider permitting physicians, at least in experimental projects, to prescribe heroin and cocaine to those who are most severely addicted. Recent reports from England on such a program are extremely encouraging.

5. Stop subsidizing the tobacco industry and stop helping American tobacco companies export their poison to third world countries.

STEVEN B. DUKE

Yale Law School
127 Wall Street
New Haven, Connecticut 06520
(203) 432-4959

EDUCATION:	LL.M. Yale Law School, 1961 J.D. University of Arizona, 1959 B.S. Arizona State University, 1956
PRESENT POSITION:	Law of Science and Technology Professor, Yale Law School, New Haven, Connecticut (since 1982)
FORMER POSITIONS:	Professor of Law (1966-82), Associate Professor (1965-66), Assistant Professor (1961-64), Yale Law School Law Clerk to Justice William O. Douglas, Supreme Court of the United States (1959-1960)
VISITING PROFESSORSHIPS:	Arizona State University (Spring Term, 1985-86) University of California (Hastings) (1981-82) University of California (Berkeley) (1965-66)
SUMMER TEACHING:	Golden Gate (1992); San Diego (1991, 1988, 1979); Fordham (1985, 1984); North Carolina (1981); Colorado (1978); Texas (1977); Michigan (1968); Stanford (1965); New York University (1962)
BAR MEMBERSHIPS:	Supreme Court of United States Arizona, Connecticut District; Second, Tenth, Eleventh and District of Columbia Circuit Courts of Appeals; Tax Court
COURSES TAUGHT:	Criminal Law, Federal Crimes, Criminal Procedure, Evidence, Civil Procedure, Adversary System, Trials and Appeals, Criminal Justice Reform: Prosecutor and Public Defender, White Collar Crime, Scientific Evidence, Law of Conspiracy, Effective Assistance of Counsel, Guilty Pleas, Tax Penalties and Prosecutions, Taxation (1961-65)

PROFESSIONAL ACTIVITIES:

Counsel in United States v. Cronic, 466 U.S. 648 (1984), 839 F.2d 1401 (10th Cir. 1988); United States v. Jackson, 390 U.S. 570 (1968); Malloy v. Hogan, 378 U.S. 1 (1964) (on brief); United States v. Miller, 411 F.2d 285 (2d Cir. 1969); Commonwealth v. Geraway, 364 Mass. 1968 (1973); United States v. Pacelli, 491 F.2d 1108 (2d Cir. 1974); Whitney v. S.E.C., 604 F.2d 676 (D.C. Cir. 1979); Alessi v. United States, 593 F.2d 476 (2d Cir. 1979); and about fifty other criminal cases (since 1964).

Counsel in various civil cases, arbitrations, N.Y.S.E. and grand jury investigations (since 1966).

Connecticut Commission on Medico-Legal Investigations (since 1977)

Board of Visitors, Fordham Law School (since 1987)

Board of Review, William O. Douglas Inquiry Into the Status of the Individual, Center for Study of Democratic Institutions (1979-81)

Associate Reporter, A.B.A. Standards Relating to the Function of the Trial Judge (1972)

Consultant, National Commission on Reform of Federal Criminal Laws (1970)

Woodbridge School Board (1969-71)

Director, New Haven Legal Assistance Association (1968-70)

Consultant and Contributor to Oaks, The Criminal Justice Act in the Federal District Courts (1968)

PUBLICATIONS:

America's Longest War: Our Tragic Crusade Against Drugs (with Albert Gross) (forthcoming)

Justice Douglas and the Criminal Law, in Wasby (ed.), He Shall Not Pass This Way Again (1990)

Review of Bazelon, Questioning Authority, Book World, Washington Post, p. 7 (Jan. 24, 1988)

Making Leon Worse, 95 Yale L.J. 1405 (1986)

Burger Court Hostile to Criminal Defendants, Virginia Law Weekly, Vol. 37, No. 12, p. 1 (Feb. 1, 1985) (with P. Malone)

An Overzealous Supreme Court, The Washington Post, p. C5 (Oct. 18, 1984) (with P. Malone)

Legality in the Second Circuit, The Second Circuit Review, 49 Brooklyn Law Review 911 (1983)

The Interpretive Struggle Over the Voluntariness Concept, National L.J., Aug. 22, 1983, p. 20

Entrapment Defense Languishes In Permanent State of Confusion, National L.J., March 21, 1983, p. 30

Superior Orders, 2 Encyclopedia of Crime and Justice 745 (1983)

Tax Offenses, 2 Encyclopedia of Crime and Justice 683 (1983)

Review of Simon, Independent Journey: The Life of William O. Douglas, 28 New York Law School L. Rev. 285 (1981)

Conspiracy, Complicity, Corporations, and Federal Code Reform, in Abramovsky (ed.), Criminal Law and The Corporate Counsel 147 (1981)

Federal Complicity and Conspiracy Statutes, in Abramovsky (ed.), Criminal Law and the Corporate Counsel 193 (1981)

Bail Reform for the Eighties: A Reply to Senator Kennedy, 49 Fordham L. Rev. 40 (1980)

S. 1437 Passes the Buck to Local Prosecutors, The Center Magazine 23 (March/April, 1979)

Civil Procedure, The Second Circuit Review, 45 Brooklyn L. Rev. 847 (1979)

Rights of Government Employees, in William O. Douglas Inquiry Into The Status of The Individual 151 (1979)

Mr. Justice Douglas, 11 Harvard Civil Rights-Civil Liberties L. Rev. 241 (1976)

A Tribute to Mr. Justice Douglas, 9 Akron L. Rev. 399 (1976)

The Right to Appointed Counsel: Argersinger and Beyond, 12 American Criminal L. Rev. 601 (1975)

Mr. Justice Douglas, Newsweek, p. 4 (Dec. 8, 1975)

John D. Lyons-A Student's Recollections, 15 Arizona L. Rev. 589 (1973)

Consultant's Report on Federal Revenue Offenses, 2 Working Papers of the National Commission on Reform of Federal Criminal Laws 744 (1970)

Postscript to a Fiasco of Justice, Argosy p. 30 (May, 1970)

Prosecutions for Attempts to Evade Income Tax: A Discordant View of a Procedural Hybrid, 76 Yale L.J. 1 (1966)

Foreign Authors, Inventors, and the Income Tax, 72 Yale L.J. 1093 (1963)

Editor-in-Chief, Arizona Law Review, 1958-59

Workmen's Compensation, Survey of Arizona Law (1958)

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: MARCIA HALE

The President has reviewed the attached, and it is forwarded to you for your:

Information ☑

Action ☑

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN
02-10-93

THE WHITE HOUSE

WASHINGTON

FEB 10 AM 11: 51

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Marcia Hale MH

SUBJECT: American University

Yesterday we discussed the invitation from Joe Duffy for you to speak at American University on February 26th. You asked me to find out the facts about the anniversary dates of the founding of the University and the JFK test ban speech -- I talked with Joe and found out the following:

- American University was founded on February 24, 1893.
- JFK gave his speech on June 10, 1963.
- FDR gave a speech at American University on March 3, 1934 announcing the organization of the School of Public Affairs and speaking about the necessity of National Service.

Joe is asking you to give the speech commemorating the founding of the University during the week of the actual anniversary of the University. He has suggested that you could use the opportunity to recall JFK's speech almost 30 years ago; recall FDR's commitment to National Service; or talk about your economic program.

George and I have spoken about it and he agrees that this opportunity for a speech makes sense the week after the introduction of your economic package.

OK

CC: The Vice President
Mack McLarty
Bruce Lindsey
George Stephanopolous

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: TONY LAKE; MARCIA HALE

The President has reviewed the attached, and it is forwarded to you for your:

Information ☐
Action ☑

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN
02-10-93

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

SUBJECT: Proposed Diplomatic Meetings

I have attached three memoranda discussing possible meetings with foreign leaders:

OK

o <u>Lake Memo of Proposed Meetings</u>. Tony Lake proposes 10 meetings with foreign leaders between now and the Tokyo G-7 Summit in July, three additional meetings between May and July and several others that would be scheduled for the Fall. Marcia Hale has seen this list and has no objection. One of the meetings -- with G-7 leaders at Camp David -- is considered in a separate memo discussed below. While there is only one box to approve or disapprove, I suggest that you strike out any meeting you prefer not to have.

Ok on Gore

o <u>Introductory G-7 Meeting at Camp David</u>. The Sandy Berger/Bo Cutter memo discusses a possible informal pre-Tokyo meeting at Camp David in March with G-7 leaders. As detailed in their memo, there are significant arguments for and against holding such a meeting. Sandy and Bo seek your approval to sound out State and Treasury on their views. If you approve such a sounding out, I would recommend sounding out political advisors like George, Rahm and Paul Begala as well, since a meeting with foreign leaders in the middle of selling your economic program has obvious political implications. Sandy and Bo agree.

I believe, too recommend this — This is for policy to me it would mean a good meeting & a good faith show of unity

o <u>Bentsen Proposal for Meeting with Finance Ministers</u>. Secretary Bentsen proposes that you meet this Friday with the German Finance Minister and Saturday with the Japanese Finance Minister to underscore your belief in the importance of economics for foreign policy and your concern about world economic growth. NSC recommends **against** these meetings on the grounds that many prime ministers and foreign ministers are waiting to see you, that if you see these finance ministers, you will get asked for meetings by other ministers of comparable rank and that this is not a good use of your time. We circulated Secretary Bentsen's memo to the NEC, but have received no comment from them.

THE SECRETARY OF THE TREASURY
WASHINGTON

THE PRESIDENT HAS SEEN
02-10-93

February 9, 1993

*Priority
Action

93 FEB 9 A10:51

MEMORANDUM FOR THE PRESIDENT

FROM: LLOYD BENTSEN

SUBJECT: Proposed Meeting with German and Japanese Finance Ministers

I will be meeting with German Finance Minister Waigel on Friday, February 12 and Japanese Finance Minister Hiyashi the following day. The purpose of these meetings will be to prepare the way for the informal G-7 meeting on February 27, particularly to gauge their willingness to undertake policy measures to increase domestic growth and strengthen the world economy.

I believe that a brief meeting between you and each of the Finance Ministers would be very helpful. It would demonstrate forcefully the point you have been making about the importance of economic policy as foreign policy. It would also highlight your concern about the weak outlook for world growth and the implications for U.S. exports and jobs. And, it would bring pressure on both Germany and Japan to implement policies to increase their domestic growth as part of a cooperative international effort, including your economic program, to strengthen the world economy.

LB

I agree with Leo'
I understand
NSC concern –

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

cc: NANCY HERNREICH
MARSHA SCOTT

FROM: JOHN PODESTA JDP

SUBJECT: Presidential Autographs

You have seen an earlier memo on this subject discouraging the signature of items other than letters and photos. This basic policy, similar to the one followed by the Bush Administration, makes sense for two reasons. First, the President should not lend his signature to those who want to create things of value. Since it is often impossible to distinguish those who want to do this from those who don't, the only sound general policy is to limit signatures to photos and letters. Second, we want to limit the drain on your time.

I circulated our first memo to the advance staff, urging them not to accept articles for your signature. However, we are still getting some requests that seem worthy of special treatment. This memo is an attempt to establish an exceptions policy.

Congressional Requests. I think these need to be handled on a case by case basis. Even for Members of Congress, you should not be signing general and assorted paraphernalia, but it may be appropriate to sign copies of documents such as statements and bills or, on rare and special occasions, other items such as the Time magazine forwarded to you by Congressman Bill Ford.

Close Personal Friends. These need to be handled on a case by case basis.

Auctions. Auctions for not-for-profit groups should also be handled on a case by case basis, taking into account the worthiness of the cause. In all cases, auction requests should be cleared with White House Counsel. I would recommend restricting the items available for auction to (i) a signed copy of your Inaugural Address or, at a later time, another appropriate statement; (ii) a signed photograph; (iii) a signed copy of a personal greeting or message to the group sponsoring or benefitting from the auction.

Approve [ ] Disapprove [ ] Discuss [ ]

[redacted]

THE WHITE HOUSE
WASHINGTON

DATE: 02/10/93

[redacted]

NOTE FOR: SANDY BERGER
BO CUTTER

The President has reviewed the attached, and it is forwarded to you for your:

Information ☒ XX
Action ☐

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN
02-10-93

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

SUBJECT: Proposed Diplomatic Meetings

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Ok on G7

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CAROL RASCO

08

Justice Dept. left twisting in the winc

y Sam Vincent Meddis
SA TODAY

As President Clinton readies third attorney general nomi-ation, the wait is taking a toll.

Staffers inside the Justice Department say morale problems, a cloud over the FBI and a slowdown in judicial appointments are worsened by the lack of leadership.

Latest example: Some members of Congress fear the lack of an attorney general could lead to softening of guidelines intended to nail deadbeat dads.

Sen. Richard Shelby, D-Ala., and Rep. Henry Hyde, R-Ill., wrote Clinton Tuesday asking that the new attorney general "consider appropriate revisions" to guidelines the Justice Department is preparing.

The guidelines issue reflects how the lack of a department chief, after the controversial withdrawals of one nominee and a top candidate, is raising the anxiety level.

Topics of concern range from agency budgets and staff morale to legal policy and judicial appointments.

Drug Enforcement Administration officials describe their situation as bleak. They worry major staff cuts could result if a rumored $40 million is slashed from the drug agency.

While other Cabinet members jockey for funds for their departments, Justice has no comparable voice with Clinton.

At the FBI, Director William Sessions is under the cloud of an ethics investigation. Clinton says he'll review the case, which involves questions about Sessions' use of FBI cars and whether he got a special deal on a home mortgage.

But bureau officials complain that the mere suspicion of impropriety has cost Sessions his credibility. His fate is undecided largely because there's no attorney general to resolve it, they say.

The Justice Department is being run by Stuart Gerson, civil division chief in the Bush administration. He has served as acting attorney general for nearly a month. He's getting advice from Webster Hubble, first lady Hillary Rodham Clinton's former law partner who now has an office at Justice.

Gerson acknowledged he didn't anticipate such a long tenure. But he insists Justice is functioning well with career lawyers running divisions until political appointees arrive.

"I think we're dealing with mature people," Gerson says.

The Justice Department has pulled through tougher times, most notably during the turbulent Watergate era. More recently, the Reagan administration's attorney general, Edwin Meese, resigned after a special prosecutor did not indict him but said he probably violated conflict-of-interest laws.

"Stu Gerson is doing a decent holding action," says Georgetown University law professor Paul Rothstein.

But he says Gerson lacks the inclination and clout to make major decisions.

Among the legal issues needing attention, Rothstein says, are policies on Haitian refugees and whether to push for revival of the defunct special prosecutor law. Also, there are more than 100 vacancies on the federal bench, usually filled after consultation with the attorney general, and a growing backlog of cases.

"It's not critical to have a new attorney general this minute," says Rothstein. "But certainly within a few days or a week it ought to be."

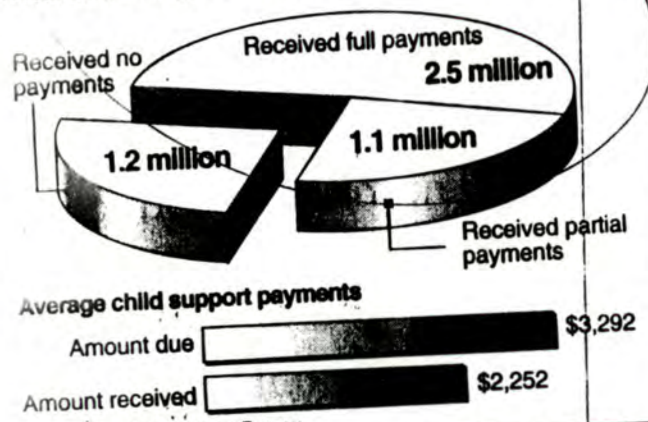
Some are anxiously waiting for Clinton to put his stamp on Justice policies.

Shelby and Hyde, for example, know Clinton campaigned hard for a law to hold fathers accountable for child support. Bush signed the bill under campaign pressure in October.

Congressional officials say FBI and Justice Department officials are not eager to strongly enforce the potentially time-consuming law, but a Clinton appointee is likely to do so.

Lagging child support

A 1990 Census study found that only 75% of women awarded child support payments actually received any. As much as $20 billion in delinquent child support is owed. A look at child support in the USA:



Source: U.S. Census Bureau

By Nick Galifianakis, USA TODAY

Fla. prosecutor considered

By Bill Nichols
USA TODAY

Florida prosecutor Janet Reno was the latest name to lead lists of potential attorney general nominees Tuesday, but White House aides indicated no decision is imminent.

AP

RENO

Reno reportedly met with administration officials in Washington, though it was unclear whether she met President Clinton or his wife, Hillary Rodham Clinton.

Reno, a Dade County prosecutor for 15 years, is single and has no children, making her less vulnerable to problems that felled two previous contenders for the attorney general post.

Federal Judge Kimba Wood withdrew from consideration last week when White House officials discovered that she had hired an illegal immigrant despite breaking no laws.

Previous nominee Zoe Baird withdrew because of controversy over her employment of an illegal immigrant for household help.

Press Secretary Dee Dee Myers could not confirm reports that a dozen other potential appointees have lost jobs because of similar questions.

"Nobody's keeping track," Myers said. "I cannot confirm that number."

CR

THE NATION'S NEWSPAPER
USA TODAY
NO. 1 IN THE USA . . . FIRST IN DAILY READERS

2/10/93

THE PRESIDENT HAS SEEN
2-10-93

THE NATION'S NEWSPAPER
USA TODAY
NO. 1 IN THE USA . . . FIRST IN DAILY READERS
2/10/93

AGJ

18

Spotted owl is 'acid test' for Clinton policy

By Linda Kanamine
USA TODAY

Interior Secretary Bruce Babbitt — in a get-tough switch from past administrations — says enforcing the Endangered Species Act is "the biggest issue before this department."

Preservation of the northern spotted owl in the Pacific Northwest "is going to be the test case for my department and this administration," Babbitt said Tuesday on NBC's Today show.

Babbitt, in a speech to the American Mining Congress Monday, said the Endangered Species Act — frequently a target of industry — "is soundly premised by the notion . . . we maintain the biodiversity that supports the life systems of the planet . . . and the land resources and productivity of this country."

The 1973 law, up for renewal this year by Congress, requires the government to protect the habitat of species on the brink of extinction.

But Babbitt says past administrations "deliberately flouted the law," leading to court orders that set deadlines for him to list hundreds of endangered species for protection.

Babbitt said his "major responsibility" is to head off such suits by developing protection and recovery plans first.

The Clinton administration is planning a summit this spring to discuss the Pacific Northwest's most vitriolic issue: restrictions to protect the owl or the loss of loggers' jobs.

A Bush administration plan would cost thousands of logging jobs when forest land is preserved for spotted owl habitat.

Either that plan or a Clinton administration alternative must be implemented.

"I'm very confident . . . we can set aside areas to protect not only the spotted owl, but the salmon runs and all the rest of the wildlife and get the logging industry back on its feet," Babbitt said.

The spotted owl "will be the acid test for Clinton's commitment to growth and jobs," says Perry Pendley of the conservative Mountain States Legal Foundation.

The owl summit may establish a new system to settle conflicts cropping up nationwide as land users — miners, loggers, farmers and other industries — shun restrictions that come with habitat protection.

"The act is a terrible fa[ilure]," says Mark LaRochelle [of] Putting People First — a ci[ti]zen group fighting "anim[al] rights and eco-extremists."

"We would like to see it ta[ke] into account the economic im[pact] of its regulations, the co[st] to human life and the cost t[o] quality of life," he says.

Those issues, and rural rede[velopment] and job trainin[g] will be summit topics.

Participants will include th[e] timber industry, labor union[s], environmentalists, federa[l], state and local agencies.

For the timber-reliant re[gion] of Washington, Orego[n] and northern California — forced by court injunctions t[o] stop most logging on publi[c] lands for the past two years — speed is paramount, says Ke[vin] Brett of the industry's American Forest and Pape[r] Association.

"The situation right now i[s] intolerable," Brett says.

Since the owl was listed a[s] threatened, more than 11[0] mills shut down at a loss o[f] some 10,000 jobs, Brett says. About 6,000 owls remain alive.

SPOTTED OWL AP

Effects of one proposal

The Department of Interior's assessment of its plan — developed during the Bush administration — to preserve the northern spotted owl in Oregon, Washington and California:

- ▶ **BREEDING OWLS SAVED:** 4,600
- ▶ **JOBS LOST:** 32,100
- ▶ **PROJECTED LOST WAGES:** $1.4 billion over 20 years
- ▶ **VALUE OF TIMBER NOT HARVESTED:** $470 million annually
- ▶ **ACREAGE INVOLVED:** 7.5 million
- ▶ **GOVERNMENT INCOME LOST ANNUALLY:** $428 million ($328 million federal and $100 million county)

THE PRESIDENT HAS SEEN
2.10.93

The New York Times

2/10/93

THE PRESIDENT HAS SEEN
2-10-93

Minor Slips, Big Gains

By Judith Resnik

LOS ANGELES

From the media barrage over the consideration of Zoë Baird and Kimba Wood to be Attorney General, one would think that the Clinton Administration has failed in its efforts on behalf of women. True, it would be a powerful message of women's equality to have a woman as Attorney General. And it is painful to witness the unending attention paid to how female candidates have hired the household help, who enabled them to hold the very jobs that made them eligible to become Attorney General.

But to equate President Clinton's record on "women's issues" with who gets the job of Attorney General is to misunderstand the range of concern that constitutes those issues. Women's access to all jobs, including those at the top, is a priority. I care a lot more about the many women who hold jobs up and down the hierarchy than only the one at the very top.

A major obstacle for women in getting and keeping those jobs has been the lack of a right to take family leave without losing their positions. So instead of lamenting Mr. Clinton's trouble in naming an Attorney General, we should celebrate the fact that after 10 years of Republican repudiation, women and men now have a right to family leave. Indeed, in the Justice Department itself no official policy had required that leave be given for the birth or adoption of a child.

Clinton has done well for women.

Another issue critical to women's ability to hold jobs at all levels is control over reproduction. Again, within the first few weeks of the Clinton Administration comes a great leap forward — an executive order reversing the gag rules on publicly financed clinics. Now pregnant women of all economic levels can get information on all their options.

A third major piece of the women's rights agenda is equal treatment for all women, whatever their sexual orientation. Here again the Clinton Administration gets high marks for trying to integrate the military. Most of the recent conversation about gays in the military has focused on men. But current policies discriminate against women and men, and women should applaud the Clinton Administration's moral leadership and help turn it into effective political action.

Yet these dramatic advances have been overshadowed by the awkward search for an Attorney General. As a reporter for this paper put it, Judge Wood's difficulties "made it possible for the story of her withdrawal to replace the signing of the family leave act as the White House story of the day." Indeed, her withdrawal was front-page news; the signing of the act merited only a photograph. What accounts for all the press attention to one job that might be held by a woman and inattention to the many women who have new chances for secure employment?

Might the coverage reflect the ambivalence of those in the media who decide how to present and display the news? Do they rejoice in detailing the fumbles of a Presidential team trying to find women for visible jobs because they are angry at the pressure they feel to do the same? Is it ambivalence about affirmative action and providing family leave that prompts them to focus instead on how hard it is to find a "qualified" woman for the job?

We should not ignore the question of who will be Attorney General. Nor can women sit back, confident that this Administration will respond to, let alone solve, all the problems that confront us. We still have a long way to go: to insure that all women who need abortions can afford them, to gain rights to *paid* leave for family care. We also have to watch what happens to the many other Government jobs this Administration has the power to fill. But we shouldn't confuse the symbolism of who holds the position of Attorney General with the reality of women's lives.

Judith Resnik is a law professor at the University of Southern California.

Alexis Herman

To Alexis FYI
Shd do [illegible]
to all —

14

THE WHITE HOUSE
WASHINGTON

DATE: 2/10

NOTE FOR: AmB. KANTOR, Howard Paster

[redacted]

The President has reviewed the attached, and it is forwarded to you for your:

Information ☑

Action ☑

AmB. Kantor's copy
faxed 395-3390 2/10 sw

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

Attached is a memorandum from Mickey Kantor asking for your approval to announce that you will seek extension of fast track trade negotiation authority during Leon Brittan's trip to Washington on Thursday.

Howard Paster raised some concerns about the strong statement Mickey was proposing (see attached memo). The three of us have talked and Mickey now proposes modifying his statement to say that the President would like to seek extension after Congressional consultation and assuming EC encouragement of progress in the GATT round. Everyone is fine with the statement as modified, including Rubin and Berger for Lake. We recommend you approve the modified statement.

✓ Approve _____ Reject _____ Discuss

THE UNITED STATES TRADE REPRESENTATIVE
Executive Office of the President
Washington, D.C. 20506

February 9, 1993

P4:31

MEMORANDUM FOR THE PRESIDENT

FROM: Michael Kantor

SUBJECT: GATT/Uruguay Round: Decision on Renewal of Congressional Fast-Track Procedures

ISSUE

Whether to announce this week that you intend to seek a renewal of Congressional fast-track procedures for purposes of concluding the GATT/Uruguay Round negotiations.

DISCUSSION

On February 8, the interagency Trade Policy Review Group agreed without objection that the Administration should seek renewal of fast track procedures to complete the Round. Additional consultations interagency and with Congress are required to develop appropriate options on the duration of a renewal and the details of a legislative proposal.

EC Commissioner Leon Brittan will be in Washington February 11-12 to review U.S. - EC trade relations; the Uruguay Round will undoubtedly be a focal point in the discussions. Continuing uncertainty over the Administration's intentions on fast track and the Round has led the EC and others to question U.S. trade policy and argue that the United States is backing away from a successful conclusion of the GATT round.

I intend to press Commissioner Brittan for a commitment to address the issues of concern to the United States in the Round, and to obtain an understanding of the EC's own internal timetable for concluding. A signal that the Administration will seek Congressional approval of additional fast track procedures for the Round would be an appropriate gesture to make at that meeting.

RECOMMENDATION

That you authorize me to use the occasion of the Brittan meeting February 11, to announce that you have decided to seek a renewal of fast-track procedures, the duration of which will be announced after consultations with Congress and the private sector are completed.

Approve: ✓ __________ Discuss: __________

THE WHITE HOUSE

WASHINGTON

7 : 30

TUESDAY, FEBRUARY 9, 1993

MEMORANDUM FOR JOHN PODESTA

FROM: Howard Paster HP

SUBJECT: Ambassador Kantor's memo of this date

I think it might be an error to announce the President's intention to seek renewal of fast-track authorization for the Uruguay Round without more extensive consultations on Capitol Hill. Ambassador Kantor's memo correctly notes the need to consult with Congress on any such legislation. Yet I fear an announcement on this sensitive issue could lead to Congressional criticism as we move toward the President's speech on the economic plan. Is it possible to make a more cautious comment. Could STR tell Brittan we are willing to discuss renewal of fast track on Capitol Hill, but that we need some encouragement from the EC on the possibility of progress as leverage to work with Congress on this. This does not lock us in with the folks in Congress, and may actually help with the EC. Then, after a fair period, we could move in accordance with the STR's recommendation.

THE WHITE HOUSE
WASHINGTON

DATE: 2-10-93

TO: BOB RUBIN

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

The attached has been forwarded to the President.

THE WHITE HOUSE
WASHINGTON

DATE: 2-10-93

TO: GEORGE STEPHANOPOULOS

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

The attached has been forwarded to the President.

[redacted]

THE WHITE HOUSE
WASHINGTON

February 10, 1993

Mr. President,

I attach for your information a memorandum from Rob Shapiro, which just came into our office, setting forth his ideas for your economic program. The discussion of your economic plan has probably moved beyond this memo, but I thought you might be interested in seeing it. I have sent a copy to Bob Rubin and George. [redacted]

John Podesta

To: President Clinton
Fr: Rob Shapiro
Re: Parameters for the Economic/Budget Program
Dt: February 6, 1993

P7:23

To win support -- and to work -- the February economic/budget program will have to take account of both current financial-market conditions and certain lessons from previous attempts to reform economic policy and reduce the deficit.

The financial markets anticipate a three-part program: 1) a one-time fiscal stimulus in the range of $25 billion; 2) a permanent increase in public investment, especially in infrastructure and investment incentives; and, 3) permanent deficit-reduction reforms to both offset the increase in public investment and substantially reduce federal borrowing.

The markets will pay attention to certain details: Is the stimulus temporary, or does it herald another permanent increase in spending? Is the public-investment program restricted to economic goods, or will it be used to increase social spending? Are the deficit-reducing reforms substantial and permanent?

If the program confounds the current expectations that the stimulus will be temporary, non-investment spending will be controlled and the deficit will be fall sharply, we risk an adverse bond-market reaction -- higher long-term interest rates, which would slow growth and increase deficits.

The difficult measures required to meet these expectations will not win broad support without a compelling rationale. Based on recent history, deficit-reduction will not provide a sufficient explanation. Rather, we should select measures to reduce the deficit based on how much they directly advance the *real* goals of our program -- stronger growth, rising incomes and greater equity.

A. Stimulus:

The central question in stimulus for the financial markets is not so much the size of the package -- so long as it remains small -- but whether it will provide for one year of higher spending or for a permanent increase in baseline public spending and borrowing. If the stimulus package is designed as additional permanent spending, we risk higher long-term interest rates and the consequences that would follow. Apart from the stimulus question, the markets *do* expect a permanent increase in baseline public investment; but they also believe that deficit reduction will more than offset this increase.

From the market's perspective, the best course would be to use the first stage of the public-investment program as stimulus. That is, we can achieve stimulus without putting pressures on interest rates by promptly increasing infrastructure spending and providing tax relief for firms investing in new equipment and for families with children, while delaying offsetting budget cuts or tax increases for six-to-nine months. This course, consistent with the campaign, would not increase the baseline for federal spending and borrowing, so long as deficit reduction begins in FY 1994.

B. Long-Term Public Investment:

From the markets' perspective, the central issue for public investment is much the same as for stimulus -- what matters is not so much the size of the program, as whether there are offsetting cuts in other areas. This expectation can be fulfilled, in part, by applying the distinction between different kinds of public spending that we offered in the campaign. The budget increases can be confined to areas of genuine economic investment -- education and training, infrastructure, R&D, and private-investment incentives -- while the offsetting cuts come from consumption-related spending. If the investment package includes non-investment spending increases, the markets may interpret the program as another public-spending spree.

For our middle-class supporters, the issue for long-term investment is also not so much its size, as whether it represents a different kind of Democratic spending. A clear line between investment and other public spending is part of the answer. In addition, a very powerful message could be conveyed to both the taxpayers and the markets by linking our request for greater public investment to another for limited line-item-veto authority. Finally, every investment proposal should be linked to reforms for reinventing the relevant programs, consistent with our campaign pledges.

> Expanded infrastructure spending can be part of a package to reduce pork-barrel projects, for example by creating an independent body modeled on the Base Closing Commission to evaluate these projects, or by increasing use of user fees.
>
> Increased education spending can be part of a package to create apprenticeship tracks in local high school, promote charter schools in public-school choice programs, establish teacher competency standards, and require young people receiving college assistance to pledge community service or a share of their future incomes.

Higher R&D spending can be part of a package to reform the national labs, create a civilian DARPA, cut university overhead payments, and revise Pentagon procurement practices to promote dual-use technologies.

The incremental ITC can be part of a package to promote broader worker training, for example by requiring firms claiming special business-tax incentives to provide their line workers with greater opportunities to upgrade their skills on an on-going basis.

C. Deficit Reduction:

From the market's perspective, the issue for deficit reduction is not only its size, but also its certainty. A promise to cut health-care spending or discretionary programs in the out-years, without proposing specific reforms to achieve the savings, would certainly risk a serious response from the bond markets, jeopardizing the recovery.

In addition, a critical lesson can be drawn from repeated failures to break the structural deficit: we will not be able to mobilize majority support in Congress or the country to cut spending or raise taxes if we try to justify these difficult steps by simply the need to reduce the deficit. First, most middle-class Americans, based on the experience of the last decade, are skeptical that if they *did* give up benefits or pay more taxes, the long-term result will really be smaller deficits. Second, using the rationale of deficit reduction to justify spending cuts or tax increases provides no answer to the question, why me? That is, the rationale of deficit reduction provides no basis for choosing among all the programs that could be cut and all the taxes that could be raised. As a result, the call for deficit reduction cannot withstand the counterattacks from those interests chosen to bear the burden.

The 1990 budget deal is the only example of spending cuts and tax increases being justified simply by deficit reduction -- yielding marginal benefits for the deficit and disastrous political results for Bush. By contrast, the corporate-tax increases of 1982 and 1984 were justified not by deficits, but by the need to achieve and sustain the recovery by eliminating uneconomic tax incentives. Similarly, Reagan promoted his 1981 spending cuts not as means of controlling deficits, but by maintaining that smaller government would liberate markets to produce more national wealth.

Our challenge is to establish popular bases for the changes required to break the deficit. Stated another way, our deficit reductions should be additional benefits or by-products of popular reforms designed to achieve our larger ends of enhancing national security, economic growth, incomes and fairness.

Savings in defense can be driven not by the deficit, but by a sustained case for our post-Cold War security requirements.

Savings in discretionary programs and tax expenditures can be driven by a sustained case for enhancing U.S. economic competitiveness. In this area, the target can be special-interest provisions that provide special spending and tax subsidies for particular industries -- placing every other sector at a disadvantage and insulating those receiving the benefits from the competitive pressures that drive innovation in a global economy.

Savings in health-care and retirement security programs can be driven by a sustained case for fairness. The progressive case that high-income people should not receive a disproportionate share of taxpayer-supported health-care and retirement spending and tax benefits -- i.e., a share that exceeds their share of the population -- leads *not* to COLA cuts, but to higher taxes on the benefits of affluent retirees and lower caps on the retirement and health-care tax benefits of affluent workers. Appealing to fairness and to the value of work can also produce a sound case for accelerating the scheduled increase in the retirement age for social security benefits.

Savings in the operations and management of the federal establishment can be driven by a sustained case for raising the productivity of government.

Increased revenues can be by a sustained case for fairness and economic expansion. Tax increases in the near-term can be limited to high-income people whose incomes rose sharply in the 1980s as their tax burdens declined. Middle-class Americans should face higher taxes only down-the-road, *after* incomes have been rising again. If and when middle-class taxes do have to be raised, the changes should be driven, once again, not by deficit considerations but by the need to increase savings by discouraging unproductive consumption.

THE WHITE HOUSE

WASHINGTON

To: Terry Good

[redacted]

Please provide
the exemplars requested
by Secretary Brown

WILLIAM J. Clinton

John Podesta

2-10-93

THE SECRETARY OF VETERANS AFFAIRS

WASHINGTON

FEB 1 1993

The Honorable Thomas F. McLarty
Chief of Staff
The White House
Washington, DC 20500

Dear Mr. McLarty:

I am writing to request exemplars of President Bill Clinton's signature for an excellent, long-standing program operated by the National Cemetery System within the Department of Veterans Affairs.

Enclosed is an example of the Presidential Memorial Certificate, which honors the memory of those who served honorably in our Armed Forces. The program was begun by President Kennedy. Upon the death of an honorably discharged veteran, we provide a certificate to the veteran's immediate next of kin. If additional family members or close friends request certificates, more are provided. In Fiscal Year 1992 more than 281,000 Presidential Memorial Certificates were sent to veterans' loved ones. A brief history of the program is also enclosed.

I request two exemplars of President Clinton's signature to enable us to continue this good program. VA's National Cemetery System staff will act promptly to ensure that veterans' families will receive this special tribute to their loved ones' military service.

Thank you for your assistance.

Sincerely yours,

Jesse Brown

Jesse Brown

Enclosures (2)

JB/ah

The United States of America

honors the memory of

John H. Service

This certificate is awarded by a grateful nation in recognition of devoted and selfless consecration to the service of our country in the Armed Forces of the United States.

George Bush

President of the United States

PRESIDENTIAL MEMORIAL CERTIFICATES

Authority

Title 38, United States Code, Section 112 states "At the request of the President the Secretary may conduct a program for honoring the memory of deceased veterans, discharged under honorable conditions, by preparing and sending to eligible recipients a certificate bearing the signature of the President and expressing the country's grateful recognition of the veteran's service in the Armed Forces." (P.L. 89-88)

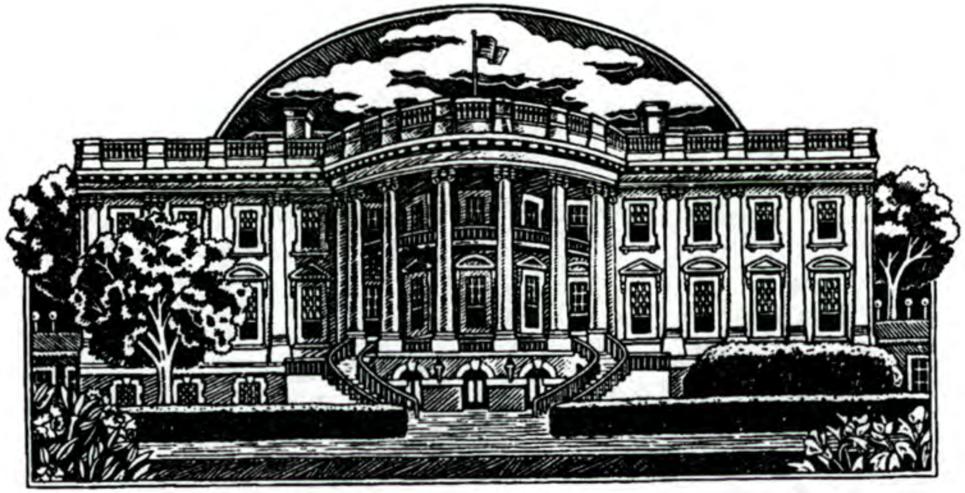
History

The Presidential Memorial Certificate (PMC) program was initiated in March 1962 by President John F. Kennedy and has been continued by all subsequent Presidents. The National Cemetery System assumed responsibility for the program in fiscal year 1989. More than 281,000 certificates were issued in fiscal year 1992.

Issuance

A gold foil-embossed certificate containing the Great Seal of the United States and signed by the President, is mailed to relatives and friends of deceased veterans honoring their military service to our Nation. (See attached example.) In most cases involving recent deaths, the local VA Regional Office originates the application process without a request form from the next of kin as part of processing claims.

Eligible recipients, or someone acting on their behalf, may apply for a PMC in person or through the mail with any VA Regional Office. The award of a certificate to one eligible recipient does not preclude issuance to another eligible recipient.



The President has requested that the enclosed certificate be sent in memory of your beloved, deceased veteran. If this certificate contains an error, or arrives in an unacceptable condition, or if you wish additional certificates for other family members, please complete the information areas on the other side of this insert and submit it to:

Office of Presidential Correspondence
Attention: Code VA-NCS
The White House
Washington, D.C. 20500

THE WHITE HOUSE
WASHINGTON

DATE: 02/10/93

TO: BRUCE LINDSEY

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

FYI.

National Archives

Archivist of the United States

Washington, DC 20408

FEB 10 1993

The President
The White House
Washington, DC 20500

Dear Mr. President:

I am writing to notify you of my intention to resign from the position of Archivist of the United States effective March 31, 1993. Texas A&M University and the George Bush Library Foundation have offered me a position as Research Professor and Executive Director of the George Bush Presidential Center at Texas A&M. After careful thought and deliberation I have made the decision to accept this position. It affords me an exciting and unique opportunity to use my years of previous experience in Presidential Libraries to plan and develop a Presidential Center which will contain a major educational program to train and prepare some of our brightest young people for leadership positions in public service.

It has been my honor and privilege to hold the position of Archivist of the United States for nearly six years and to serve under three Presidents. As the first presidentially appointed Archivist of an independent National Archives I believe much progress has been made toward making this institution a strong, visible and non-partisan agency which provides essential services to all three branches of federal government and to the American public. As the repository of all permanently valuable records of the federal government, I am especially proud of the institution's efforts to increase the general public's awareness of American history through special exhibits and educational programs such as the recent special display of the Emancipation Proclamation and the leadership role of the National Archives in the commemoration of the 50th anniversary of World War II. With the completion of the new National Archives facility in College Park, Maryland, later this year, this agency will have even greater opportunities to carry out its important mission.

I certainly consider it an honor to have served in your administration, albeit briefly, and I will do everything possible to see that there is an orderly transition for my replacement. If a new Archivist is not named by the time of my departure, I can assure you that the senior management team of the National Archives will effectively carry out the agency's responsibilities until the new appointee is in place.

Finally, let me add that, at the appropriate time, I would certainly make myself available and welcome the opportunity to assist and advise you on processes and legislative requirements as you begin to consider your own ideas and plans for your future library. In the meantime, please accept my best wishes for success as you execute the extraordinary responsibilities of the office of President of the United States.

Respectfully,

DON W. WILSON
Archivist of the United States

THE WHITE HOUSE
WASHINGTON

DATE: 02/10/93

JACK GIBBONS

JOHN D. PODESTA
Assistant to the President and
Staff Secretary

The attached has been forwarded to the President.

THE WHITE HOUSE
WASHINGTON

DATE: 02/10/93

TO: THE VICE PRESIDENT

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

The attached has been forwarded to the President.

THE WHITE HOUSE

WASHINGTON

P3:12

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BO CUTTER Bo Cutter

SUBJECT: SPACE STATION COMMENTS

I suggest that your comments be along the following lines:

"I intend to support a strong Space Station effort as part of a reenergized Space and Science program at NASA. However, I also intend to ask NASA:

- to redesign and streamline the existing Space Station program so that we can substantially reduce the costs both of building and operating the Station;
- to create an approach to managing this program that will be more effective and efficient; and that will reexamine every aspect and process by which we have managed this effort;and
- therefore, to develop a Space Station budget that we can afford over the long term and that will enable us to find room to support NASA's other important science missions.

I believe -- and equally importantly so does NASA -- that a redesigned and streamlined Space Station is possible and will:

- create more high technology jobs for America than the current design;
- preserve the best components of the present design; and
- minimize job disruption at NASA and contractor facilities.

I will show my faith in NASA by putting more funds into the Space Station effort. I have asked Administrator Goldin to present an approach to me as soon as possible. And I am also asking NASA to work with our international partners to preserve what has become an important example of international cooperation and joint investment."

I have discussed this language with the current Administrator who agrees with it.

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Marcia Hale

SUBJECT: American University

Yesterday we discussed the invitation from Joe Duffy for you to speak at American University on February 26th. You asked me to find out the facts about the anniversary dates of the founding of the University and the JFK test ban speech -- I talked with Joe and found out the following:

- American University was founded on February 24, 1893.
- JFK gave his speech on June 10, 1963.
- FDR gave a speech at American University on March 3, 1934 announcing the organization of the School of Public Affairs and speaking about the necessity of National Service.

Joe is asking you to give the speech commemorating the founding of the University during the week of the actual anniversary of the University. He has suggested that you could use the opportunity to recall JFK's speech almost 30 years ago; recall FDR's commitment to National Service; or talk about your economic program.

George and I have spoken about it and he agrees that this opportunity for a speech makes sense the week after the introduction of your economic package.

CC: The Vice President
Mack McLarty
Bruce Lindsey
George Stephanopolous

cc to Bruce Reed

THE PRESIDENT HAS SEEN
2/10/93

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED BR

SUBJECT: Proposed Presidential Memorandum To Reduce Various Perks

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch perks and privileges on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce perks of Executive Branch employees in the following ways:

Executive Dining Facilities - The Memorandum directs departments and agencies to recover costs for meals served in Executive Dining Rooms, including the White House Executive Mess. It also encourages Secretaries to voluntarily close dining rooms if they are not essential for the conduct of government business.

Fitness Club Facilities - The Memorandum ends the practice of paying for employees' membership at private health clubs (except where an employee's official duties require maintaining physical fitness). Agencies are directed to recover operating and equipment costs from employees who use fitness rooms provided by the agency.

Golf Courses - Government-owned golf courses would be opened to the public (except where the Secretary of Defense designates the course as exempted for security purposes in exceptional circumstances). The Memorandum directs that the costs of operation be recovered from users except in certain limited circumstances.

Conferences - The Memorandum requires that decisions on conference sites and employee attendance be based upon cost effectiveness. The Office of Management and Budget will issue further instructions necessary to implement this requirement.

Medical Services - Agencies are directed, to the extent permitted by law, to charge at least a nominal fee for medical services provided to their employees by the Public Health Service. Certain services, such as emergency care and occupational health screening, are exempted. Military personnel and their dependents are also exempted from the fee requirement.

Agency Souvenirs and Gifts - Agencies are prohibited from using appropriated funds for the purchase of agency souvenirs or gifts.

OMB is directed to implement and ensure compliance with the requirements contained in the Memorandum.

III. RECOMMENDATION: I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION:

✓ ___Approve ___Approve as amended ___Reject ___No Action

[illegible]

UP
COS
DCOS
FL
Rasco

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

SUBJECT: CHILDHOOD IMMUNIZATIONS

On Monday, Secretary Shalala forwarded to you a decision memorandum on childhood immunizations which calls for implementation of a comprehensive plan to address the childhood immunization crisis.

The plan includes elements which will improve health infrastructure investment (largely agreed to as part of the stimulus discussions), a new entitlement program implemented through a universal purchasing system, reform of the vaccine compensation program and other health care management reforms. OMB and Howard Paster have raised strong concerns about the details of this program. Alice Rivlin and Shalala have been in discussions to address the OMB concerns. Carol Rasco has been monitoring these discussions.

I have not forwarded the memo on to you until some of the problems can either be resolved or more clearly framed for your decision. I expect that a decision memo incorporating everyone's views will be available later today.

chron
to. POTUS
COS —
Dep COS
VP

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: JOHN PODESTA JDP

Attached is a memorandum from Mickey Kantor asking for your approval to announce that you will seek extension of fast track trade negotiation authority during Leon Brittan's trip to Washington on Thursday.

Howard Paster raised some concerns about the strong statement Mickey was proposing (see attached memo). The three of us have talked and Mickey now proposes modifying his statement to say that the President would like to seek extension after Congressional consultation and assuming EC encouragement of progress in the GATT round. Everyone is fine with the statement as modified, including Rubin and Berger for Lake. We recommend you approve the modified statement.

_____ Approve _____ Reject _____ Discuss

THE UNITED STATES TRADE REPRESENTATIVE
Executive Office of the President
Washington, D.C. 20506

February 9, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Michael Kantor

SUBJECT: GATT/Uruguay Round: Decision on Renewal of Congressional Fast-Track Procedures

ISSUE

Whether to announce this week that you intend to seek a renewal of Congressional fast-track procedures for purposes of concluding the GATT/Uruguay Round negotiations.

DISCUSSION

On February 8, the interagency Trade Policy Review Group agreed without objection that the Administration should seek renewal of fast track procedures to complete the Round. Additional consultations interagency and with Congress are required to develop appropriate options on the duration of a renewal and the details of a legislative proposal.

EC Commissioner Leon Brittan will be in Washington February 11-12 to review U.S. - EC trade relations; the Uruguay Round will undoubtedly be a focal point in the discussions. Continuing uncertainty over the Administration's intentions on fast track and the Round has led the EC and others to question U.S. trade policy and argue that the United States is backing away from a successful conclusion of the GATT round.

I intend to press Commissioner Brittan for a commitment to address the issues of concern to the United States in the Round, and to obtain an understanding of the EC's own internal timetable for concluding. A signal that the Administration will seek Congressional approval of additional fast track procedures for the Round would be an appropriate gesture to make at that meeting.

RECOMMENDATION

That you authorize me to use the occasion of the Brittan meeting February 11, to announce that you have decided to seek a renewal of fast-track procedures, the duration of which will be announced after consultations with Congress and the private sector are completed.

Approve: __________ Discuss: __________

THE WHITE HOUSE

WASHINGTON

P7:35

TUESDAY, FEBRUARY 9, 1993

MEMORANDUM FOR JOHN PODESTA

FROM: Howard Paster HP

SUBJECT: Ambassador Kantor's memo of this date

I think it might be an error to announce the President's intention to seek renewal of fast-track authorization for the Uruguay Round without more extensive consultations on Capitol Hill. Ambassador Kantor's memo correctly notes the need to consult with Congress on any such legislation. Yet I fear an announcement on this sensitive issue could lead to Congressional criticism as we move toward the President's speech on the economic plan. Is it possible to make a more cautious comment. Could STR tell Brittan we are willing to discuss renewal of fast track on Capitol Hill, but that we need some encouragement from the EC on the possibility of progress as leverage to work with Congress on this. This does not lock us in with the folks in Congress, and may actually help with the EC. Then, after a fair period, we could move in accordance with the STR's recommendation.

THE WHITE HOUSE

WASHINGTON

February 9, 1993

Ms. Penny L. Parkin
Manager
Government Affairs, Legal Issues
The Dow Chemical Company
1776 I Street, N.W., Suite 575
Washington, DC 20006

Dear Penny:

Thanks for sending the article by Frank Popoff and David Buzzelli on full-cost accounting.

[redacted]

I've forwarded it to Katie McGinty, Deputy Assistant to the President and Director of the White House on Environmental Policy for her review.

Again, thanks for your kindness in sending this article.

Sincerely,

John D. Podesta
Assistant to the President
and Staff Secretary

cc: Katie McGinty

Frank Popoff, Dow Chemical's chairman, president and chief executive officer, and David T. Buzzelli, the company's vice president and corporate director of Environment, Health and Safety, state a case for full-cost accounting in the January 11, 1993, issue of <u>*Chemical & Engineering News*</u>.

Attached is a reprinted version of the article for your information. If you have questions or would like additional copies, please feel free to call 202-429-3400.

DOW

PENNY L. PARKIN
Manager of Government Affairs, Legal Issues
Government Affairs

The Dow Chemical Company
1776 Eye Street, NW, Suite 575
Washington, DC 20006
Fax: 202-429-3467

202-429-3466

RECYCLED PAPER

Full-cost Accounting

By Frank Popoff and David T. Buzzelli
The Dow Chemical Company

THE WHITE HOUSE
WASHINGTON

DATE: 2/9

TO: CHRISTINE VARNEY

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

The attached has NOT been forwarded
to the President.

CHRISTINE; BECAUSE THIS ARRIVED so late, I did NOT forward to the President; I did refer to TONY LAKE + JACK GIBBONS for their information JOHN

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM TO JOHN PODESTA

FROM: CHRISTINE A. VARNEY
Secretary to the Cabinet

SUBJECT: Attachment

The attached memorandum from Secretary O'Leary regarding the President's meeting with Prime Minister Mulroney arrived at about the time the President's meeting with the Prime Minister started.

Please advise if you think any action is necessary.

Attachment

The Secretary of Energy
Washington, DC 20585

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Possibility that Prime Minister Brian Mulroney will request US funding of KAON, a scientific megaproject in British Columbia.

BACKGROUND

In your meeting with Prime Minister Mulroney, he may request U.S. support of KAON, a large scientific project to be undertaken in British Columbia. KAON is a particle accelerator designed to make large quantities of K mesons, also called kaons. A kaon is the lightest particle which contains a "strange" quark. It lives for only a few billionths of a second, and studies of its properties by American physicists in the 1960's led to a Nobel Prize for the United States.

The Canadian KAON project, is estimated to cost approximately 780 million dollars. The Canadian Government has agreed to fund thirty-three (33%) of the cost, while British Columbia is supposed to fund another thirty-three (33%). The remaining thirty-four (34%) of the funds are supposed to come from foreign countries. Without foreign participation, the project cannot move forward. The Canadians had requested 130 million dollars from the U.S. last year. In 1992, the White House Science Advisor committed U.S. support of 75 million dollars to the project. The Department of Energy has not agreed to finance the effort.

SCIENTIFIC BENEFITS OF THE PROGRAM

The Department of Energy's Director of Energy Research believes that the project would only minimally benefit U.S. or Canadian science. In short, he argues that there are better uses of resources. Additionally, U.S. investment in the main injector at FERMILAB will provide the U.S. with far more benefits than KAON.

CANADIAN COMMITMENTS

It is not clear how committed the Canadian Government is to this effort. KAON is larger in relation to their gross domestic product than the Superconducting Super Collider is to our own, and their deficit is larger. In a cable on the project, the Canadian Government stated, "British Columbians are the proponents of the KAON, not the Federal Government. The Federal Government sees itself as a partner not dissimilar to international partners." Thus, it is not clear whether the government will move forward. Mr. Mulroney may feel obliged to raise the issue of KAON to satisfy concerns in British Columbia.

OPPORTUNITY

Given the Canadian interest in U.S. support of KAON, this may pose an opportunity to gain Canadian support of the Superconducting Super Collider and internationalize the project. With an increasing interest in international cooperation in science and the large U.S. deficit, further U.S. consideration of KAON could be linked to Canadian support of the SSC.

RECOMMENDATION

Should the topic of KAON come up, I recommend that you offer to send a team to Ottawa for further discussions but with no commitment implied. If you are interested in this approach, a set of talking points is attached for your consideration.

Hazel R. O'Leary
Secretary

Attachment

TALKING POINTS

- On several occasions over the past years officials of our two governments have discussed possible participation in each others' big science projects, in particular the KAON project and the Superconducting Supercollider (SSC) as well as other activities such as global change.

- Concerning the KAON project, while U.S. government officials remain interested in possible participation, the U.S. government has not reached a decision on this matter.

- Concerning the SSC, we continue to seek participation of Canada in this project, the construction of which is well underway.

- Our two countries have long shared a common commitment to enhancing international cooperation in science and technology. On the basis of this shared vision, the U.S. believes that possible mutual support of large research facilities in each of our countries is worthy of further discussion.

- If acceptable to the government of Canada, the U.S. would be pleased to send a senior delegation to Canada to discuss a coordinated approach to large research facilities, with the goal of developing a balanced, reciprocal and mutually beneficial collaboration.