

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. letter	POTUS to President Mubarak (2 pages)	02/17/1993	P1/b(1)
001b. letter	POTUS to King Hussein (2 pages)	02/17/1993	P1/b(1)
001c. letter	POTUS to President al-Assad (2 pages)	02/17/1993	P1/b(1)
001d. letter	POTUS to President Hraoui (2 pages)	02/17/1993	P1/b(1)
001e. letter	POTUS to Prime Minister Rabin (2 pages)	02/17/1993	P1/b(1)
001f. letter	POTUS to King Al Saud (2 pages)	02/17/1993	P1/b(1)
001g. letter	POTUS to King al-Sabah (2 pages)	02/17/1993	P1/b(1)

COLLECTION:

Clinton Presidential Records
Staff Secretary
John Podesta (Chron File)
OA/Box Number: 359

FOLDER TITLE:

February 1993 [9]

2018-0662-S

rs3034

RESTRICTION CODES

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THE WHITE HOUSE
WASHINGTON

DATE: 02/17/93

NOTE FOR: ROBERT RUBIN
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:

THE WHITE HOUSE
WASHINGTON

February 11, 1993

MR. PRESIDENT:

Mack has asked me to forward
the attached to you. I have
forwarded copies to Rubin and
Panetta.

John Podesta

Panetta

- ① his #s are wrong
- ② he's open to help
- ③ wants VRT narrative
of Harkin can -
- ④ let's discuss - B.

ERNEST F. HOLLINGS
SOUTH CAROLINA

COMMITTEES:
APPROPRIATIONS
BUDGET
COMMERCE
INTELLIGENCE

United States Senate

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

February 9, 1993

3 FEB 11 P 1: 53

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,



Ernest F. Hollings

EFH/kk

1/26/92

DEFICIT AND DEBT REDUCTION PLAN

	WITH					WITHOUT
						Middle Class Tax Cut
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						
	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>TOTAL</u>
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	
 <u>WITH 5% VAT</u>	0	-90	-134	-140	-147	
<u>INTEREST SAVINGS</u>	0	-3	-11	-22	-33	
TOTAL		-93	-145	-162	-180	
 <u>DEFICIT</u>	313	213	166	169	171	

THE WHITE HOUSE
WASHINGTON

February 17, 1993

Mr. President:

I thought you would like to
see this before your speech.
I have forwarded a copy to
Mrs. Clinton.

John Podesta

*Patel*

John Sculley
Chairman
and CEO

93 FEB 17 P5:37

February 17, 1993

Dear Mr. President:

As you read this message I am on my way to Washington to join Hillary as a show of support during your State-of-the-Union address tonight.

We can maintain CEO support for your investment and revenue programs if the world comes away convinced that you are absolutely unwavering in your efforts to substantially reduce the budget deficit over a reasonable period of years.

Government spending must be cut. You should request an item veto or at least settle on no less than enhanced rescission presidential authority.

Endorsing the balanced budget amendment would be a very powerful statement that you are going to be able to deliver the spending cuts we need to substantially reduce the deficit. I think a delay of a year or two in its implementation could be considered in order to give you more flexibility.

Deficit reduction may well be the key to starting serious negotiations on systemic bilateral trade deficit reduction with Japan. In my conversation last week with Prime Minister Miyasawa in Japan he asked me to convey to you that he felt that substantive US budget deficit reduction was extremely important.

In other discussions with many CEO's at the Business Council and CSPP they are adamant that higher taxes must be balanced by meaningful reduction in the budget deficit. The Business Council is meeting next week in Washington and I am sure the deficit reduction issue will come up. This event traditionally gets heavy media coverage.

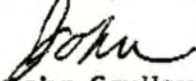
Al Gore did an excellent job on the conference call with high technology CEOs yesterday. Thanks for your continued, clear and strong leadership with technology policies and funding. Articulating your vision of a new American Dream reachable by all Americans if they can have access to the best education, work skills and high technology infrastructure is critical. This will keep the best jobs in America and it is a powerful message of optimism.

Tonight, its not only what you say but how you choose to say it that will be important.

Page 2

Good Luck! This is tough stuff but you are really tackling the right systemic issues.
Your leadership will be rewarded with a stronger middle class centric economy.

Best regards,


John Sculley

Chron

THE WHITE HOUSE

WASHINGTON

Alice —

If I had seen
this picture before,
I would have been
more timid in our
dealings.

Hope I didn't
offend.

John Podesta

Brookings

A Quarterly Newsletter from
The Brookings Institution,
Washington, D.C.

93 FEB 17 A 9:26
Volume Three, Number One
Winter 1993

Study Calls for Rapid Reform of Congress

A new study conducted by the Brookings Institution and the American Enterprise Institute calling for rapid reform of Congress has attracted widespread attention.

The study, *Renewing Congress: A First Report*, recommends sweeping changes in the way the House of Representatives conducts business, from the number of its committees and subcommittees to the size of members' staffs.

"Congress now owes to itself and to the country a serious effort at self-examination and organizational renewal," say authors and well known political scientists Thomas Mann and Norman Ornstein. (See photo, p.4)

Mann is director of governmental studies at Brookings and holder of the W. Averell Harriman Chair in American Governance. Ornstein is resident scholar at the American Enterprise Institute.

Renewing Congress is the culmination of more than a year of work supported by seven major foundations. In it, Mann and Ornstein reject both the "Congress-bashing" that has emphasized scandals and congressional perks, as well as the "business-as-usual" approach that assumes reform is unnecessary now that a new president has been elected.

Mann and Ornstein call for strengthened House leadership; reductions in numbers of committees and subcommittees and members' multiple assignments; reductions in personal staffs; rapid action on campaign finance reform; increased emphasis on real debate and deliberation; and improved communication among members of both parties.

Their report will be the basis for ongoing reform efforts in the House. ■



Paul Hosefros/The New York Times

Then President-elect Clinton chats with Brookings Senior Fellow Alice Rivlin moments after he announced at a Dec. 10 press conference that he had named Rivlin to serve as deputy director of the Office of Management and Budget.

Brookings Scholars Tapped to Assist New Clinton Administration

Several members of the Brookings family have lent their expertise to the new Clinton administration.

Longtime Brookings economist Alice Rivlin will serve as one of President Bill Clinton's top economic advisers in her new post as deputy director of the Office of Management and Budget.

Rivlin will work with new OMB director and former congressman Leon Panetta. At his Dec. 10 press conference, Clinton described Rivlin as "one of our nation's most respected budget experts."

"Together, Alice and Leon promise to be the most dynamic team in the history of OMB and to restore the confidence of the Congress that the executive branch is going to be a responsible partner in

making the budgets of this country," Clinton told reporters.

Rivlin, 61, has worked a total of 27 years at Brookings, first joining the Institution in 1957 as a research fellow. Known as a strong critic of large federal budget deficits, she has written extensively on the U.S. economy, the budget, and public decision-making.

Her most recent book, *Reviving the American Dream: The Economy, the States, and the Federal Government*, attracted attention for its ideas on shifting many federal government responsibilities to the states. The book also caught the eye of then-candidate Clinton, who was photographed reading it while
See Scholars, on page 2

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001b. letter	POTUS to King Hussein (2 pages)	02/17/1993	P1/b(1)

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THE WHITE HOUSE

WASHINGTON

February 16, 1993

Ms. R. Susan Woods
Olive Tree Painting & Carpentry
Post Office Box 160
Hadley, Massachusetts 01035

Dear Susan:

What a great note expressing your confidence in Hillary and me. We appreciate your support and are glad you voted the way you did!

Sincerely,

2/17 - Letters from Marsh
for BC sig.

00312955

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Sergeant Michael C. Remington
Fauquier County Sheriff's Office
Suite 200
78 West Lee Street
Warrenton, Virginia 22186

Dear Michael:

Thank you very much for writing to me. I am glad you were a part of the Inaugural festivities.

I will do everything I can to live up to your expectations and to meet the crucial challenges that await us all.

Sincerely,

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Mr. Rodney Tankis
1 Elm Street
Whitinsville, Massachusetts 01588

Dear Rodney:

I was so sorry to learn of your accident and that it prevented you from coming to Washington for the Inaugural.

I appreciate your support. I hope the same kind of perseverance you showed while working on our campaign will aid you in your recovery efforts.

Hillary and I will remember you in our thoughts and prayers.

Sincerely,

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Mr. James H. Faulkner
Three Financial Centre
Suite 300
900 South Shackleford
Little Rock, Arkansas 72211

Dear Jim:

Thank you for your kind words. Hillary and I are deeply grateful for the support of long-time friends like you. Please stay in touch.

Sincerely,

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Ms. Jane Perkins
President
Friends of the Earth
218 D Street, S.E.
Washington, D.C. 20003

Dear Jane:

I enjoyed meeting you and appreciate the advice in your letter. I shared your EARTH BUDGET with Bob Rubin. With your help, we can finally give our environment the priority it deserves.

Sincerely,

THE WHITE HOUSE

WASHINGTON

February 16, 1993

The Honorable Peter Peyser
Sunnyside Lane
Irvington, New York 10533

Dear Peter:

Thank you for your thoughtful letter.

Father Healy was a good friend of mine, and I appreciate your relaying his kind words. He was a wonderful man, with a commanding personality, and I will miss him.

Sincerely,

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Mr. Sean E. Markland
4146 38th Avenue, South
Seattle, Washington 98118-1318

Dear Sean:

I am so sorry to hear of Norman's death. It is a testament to your spirit that, in your loss, you also have hope.

Thank you for your kind offer and your encouragement. There is much work for all of us in the fight to defeat AIDS. My thoughts and prayers are with you.

Sincerely,

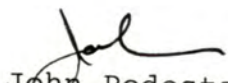
CHRON

THE WHITE HOUSE
WASHINGTON

February 16, 1993

MR. ~~PRESIDENT~~:

You requested the attached information. I have also forwarded copies to Rubin, Paster, George and Mickey Kantor. *and the V.P.*


John Podesta

THE PRESIDENT HAS SEEN

THE WHITE HOUSE

THE PRESIDENT HAS SEEN

WASHINGTON

February 16, 1993

93 FEB 16 P7:04

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE 

SUBJECT: EC Dispute: Clarification of U.S. Trade Practices
on Public Utilities and Telecommunications
Procurement

You had asked about the relative access of U.S. and EC enterprises to each other's public utilities and telecommunications markets.

The federal government, through its five electrical power authorities, procures about 10 percent of the power generation equipment sold in the U.S. State power authorities (including rural co-ops) procure 10-12 percent, and the remainder is bought by privately owned utilities. The EC has access to both federal and state utilities procurement. Federal utilities give U.S. manufacturers a 6 percent price preference. Many state utilities must also comply with Buy America requirements established by state governments, typically a 6 percent price preference based on the federal guideline.

A rough estimate of the federal- and state-controlled market for power generation equipment is \$2-2.5 billion a year. In recent years, EC equipment sales to federal utilities amounted to about \$11 million annually. No figures are available for sales to state utilities, but they are believed to be somewhat higher. In the telecommunications area, the issue of federal or state procurement is not relevant since neither federal nor state authorities operate commercial telephone companies.

In the major EC markets for power generation equipment (France, Germany, the UK and Italy), public utilities have maintained de facto "buy national" policies for decades. USG economists estimate export losses of as much as \$20-30 million a year on EC equipment procurement of approximately \$1.2 billion a year. In the telecommunications market, AT&T and Bell Operating Companies have succeeded in selling equipment to some EC public telephone companies. The value of sales is presumed to be relatively small. If discriminatory practices were eliminated, USG economists estimate additional sales of as high as \$70-130 million a year, mainly in the \$4.7 billion French and German telecom market.

cc: Vice President
Chief of Staff

The EC is likely to consider retaliation in the utilities area. This could take the form of raising the price preference or European content requirement of products procured by public utilities. AT&T and the few telecommunications companies selling to public telephone companies would bear the brunt of the retaliation. USTR has no indication that the EC is considering retaliation outside of the public utilities sector.

THE WHITE HOUSE

WASHINGTON

February 17, 1993

MEMORANDUM FOR GARY WALTERS

FROM: JOHN D. PODESTA 
ASSISTANT TO THE PRESIDENT
AND STAFF SECRETARY

SUBJECT: PAPERFLOW

Please review the attached.

cc: Mack McLarty

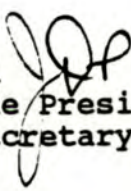
bcc: Mark Gearan

THE WHITE HOUSE

WASHINGTON

January 22, 1993

MEMORANDUM FOR SENIOR STAFF

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

SUBJECT: PAPERFLOW

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

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

Daily Briefing Book

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

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

Decision Memo Clearance

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

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

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

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

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

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

Background Memos

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

Speeches

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

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

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

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

Report to Congress

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

Legislation

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

Correspondence

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

Sequencing and Timing

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

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

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

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

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

Following Week

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

Style

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

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

THE WHITE HOUSE

WASHINGTON

February 2, 1993

MEMORANDUM FOR SENIOR STAFF

FROM: JOHN PODESTA *JP*
MARCIA HALE

SUBJECT: PAPERFLOW II

For the most part, thanks to the cooperation of the staff, the paperflow system outlined in the January 22, 1993 memo has been working and serving the President and the staff. We have encountered several problems which need to be addressed. Primarily, these problems have involved clearance of speeches and preparation of materials for the briefing book. Solutions to these problems are discussed below. On occasion, however, problems stem from people trying to end run the system. The only solution to that is to cut it out, which we would encourage you to do.

Speeches and Statements

We have already encountered legal problems resulting from failure to clear speeches. We are going to try to continue following the system outlined in the January 22, 1993 memo but with the following enforcement mechanisms.

Deadlines for drafts of statements of the President and speeches will be set to provide enough lead time for at least a quick review by the substantive and legal shops. Communication will route speeches using a routing slip to facilitate tracking of who has received the draft. Podesta will receive drafts of all statements and speeches and will ensure that White House Counsel has had a crack at the speech unless clearly unnecessary. To facilitate expeditious handling, one person (player to be named) in Counsel's office will be designated to clear statements. Communications will clear statements with substantive staff. Staff clearances will be obtained prior to forwarding to the President for his approval. Communication will provide copies of texts that have been edited by the President and background materials which will be publicly released to the substantive staff and Staff Secretary.

Daily Briefing Book

Marcia Hale's shop is responsible for putting together the President's schedule. By 1 p.m. on the previous day, Marcia will inform the staff contact person what his or her responsibilities are for producing agendas, background memos, talking points, etc. John Podesta's office (Todd Stern or Sheryll Cashin) will then be in touch with the staff contact to make sure necessary briefing materials are getting prepared. Each event on the schedule, with the exception of regular staff briefing time, should, at a minimum, have an event memo prepared. Such materials are due in the Staff Secretary's office not later than 5:00 p.m. the night before the day in question.

Podesta's office will review the materials for quality, completeness, etc. and produce the President's book, which will be distributed by 8 p.m.

Phone Calls

Requests for the President to make important phone calls should be scheduled through Hale. Nancy Hernreich and Podesta would like paper for all phone calls, whether important or not, to be forwarded through the Staff Secretary's office. Such requests should indicate the purpose of the call and enclose talking points. Hernreich and Podesta will then see to it that the calls get made. Requests, except in emergency situations, should be made at least a day in advance.

Regular Briefing Time

Real problems will develop if people start handing paper to the President that has not been properly staffed during his morning briefing periods. For the most part, that has not been a problem and staff have been cooperative. But we need to raise a few points.

All memos requesting meetings and phone calls should be routed through Marcia Hale, not handed directly to the President during regular morning briefing time. The President cannot be expected to keep his schedule in his head and make judgments about other conflicting time demands.

Finally, agendas and documents which will be used during meetings to guide the flow of a discussion should be routed through the normal process to ensure proper staffing by the substantive, political and legal shops.

Please note that forms were distributed with previous paperflow memo and they are attached again. I urge you to follow these forms. We are not trying to be silly, scolds or schoolmarms. We are dealing with the President of the United States. Documents going to the President should look professional and be in a consistent format. It will save us all time if we can avoid our having to ask people to redo their memos.

Thank you for your cooperation.

Attachments

SAMPLE — BRIEFING PAPER
(Format)

THE WHITE HOUSE

WASHINGTON

DATE (centered)

MEETING WITH NAME OF INDIVIDUAL (centered)

DATE:

LOCATION:

TIME:

From: (Name of Senior Staff Person responsible
for meeting and person's signature/initials)

I. PURPOSE

State purpose of meeting. Paper should be written as if you were talking to the President – in 2nd person (i.e. "you will meet with . . .").

II. BACKGROUND

State relevant context in which meeting arises, issues of special concern to parties, as appropriate, previous participation, etc.

III. PARTICIPANTS

List all participants including White House Staff.

IV. PRESS PLAN

Specify press coverage, photo opportunity, no press coverage, etc.

V. SEQUENCE OF EVENTS

Outline meeting agenda and President's role using bullet points.

VI. REMARKS

To be provided by Speechwriters,
Talking points attached, or
None required

Attachment: Talking Points as appropriate:

(IMPORTANT NOTE: Briefing memoranda [with ⁸16 copies] must be delivered to the Staff Secretary by ~~3:00 p.m.~~ ^{4:30} the day before the scheduled meeting or event.)

Attachment V

TELEPHONE CALL RECOMMENDATION
(Format)

THE WHITE HOUSE
WASHINGTON

DATE (centered)

RECOMMENDED TELEPHONE CALL

TO: Name and telephone number of person you recommend be called with brief identifying information only when you suspect name will be unfamiliar to the President.

DATE: Date and time the President should make the call.

RECOMMENDED BY: Your name and if recommendation has concurrence of another staff member, so state.

PURPOSE: Preferably one sentence; two at most.

BACKGROUND: Whatever background information you feel will be helpful to the President. Usually 3-4 short sentences will suffice to set the stage and give substance to talking points. Also, make sure that no letter has been sent by Correspondence for the same purpose as the call.

TOPICS OF DISCUSSION:

1. (The specific points that you recommend be made during the conversation)
- 2.
- 3.
- 4.

**CONTACT PERSON AND
TELEPHONE NUMBER(S):**

DATE OF SUBMISSION:

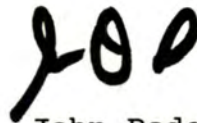
ACTION: _____

THE WHITE HOUSE
WASHINGTON

February 17, 1993

Tony:

The President signed all but the Amir of Kuwait's letter. No indication why. Nancy Hernreich has originals and will give back to the President just before the 3:00p meeting.

A handwritten signature in black ink, appearing to read 'JPD', is positioned above the printed name.

John Podesta

CHRON

THE WHITE HOUSE
WASHINGTON

DATE: 2/17

NOTE FOR: *Bernie Nussbaum*

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

Information

☒

Action

☐

*Harvey may have provided
this to you already*

John

Thank you.

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

cc:

THE PRESIDENT HAS SEEN

THE WHITE HOUSE
WASHINGTON

To Benin Hunsbaw

Do I need to write & thank
any other candidates
for the for their willingness
to be considered, eg Zobel?
If so, pls do appropriate
letter(s) for me.

Thanks

BZ

THE WHITE HOUSE
WASHINGTON

DATE: 2/17

TO: *Howard Rosten*

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

THE WHITE HOUSE

WASHINGTON

93 FEB 17 11:26

February 17, 1993

MEMORANDUM FOR JOHN PODESTA

FROM: KAREN HANCOX *KH*

SUBJECT: MAJORITY WHIP DAVE BONIOR

Enclosed please find a letter from Congressman Dave Bonior regarding repeal of the luxury tax.

Bonior sent this letter as a result of the President's meeting with the leadership asking for their input on his economic plan.

Please call me at x6620 if you need anything further

One Hundred Second Congress
U.S. House of Representatives
Office of the Majority Whip

February 11, 1993

The Honorable William Clinton
President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

I appreciate your willingness to consult with Members of Congress regarding the need to stimulate our economy. Your desire to hear from Congressional leaders is a refreshing and invigorating change. With these thoughts in mind, I wish to advise you of my particular interest in repealing the "luxury tax" on boats as part of any economic stimulus package.

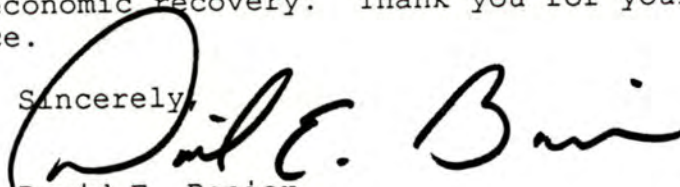
On the surface, the boat luxury tax appears to be a progressive way to raise revenue. In reality, approximately 20,000 middle-income Americans have lost their jobs in the boat building industry as a direct result of this tax --- above and beyond those lost because of the recession. The resulting unemployment has contributed to an estimated \$7.4 million per week loss in Federal revenues.

Put simply, boat purchasers have avoided paying the luxury tax on boats by buying used and remodeled boats. Meanwhile, skilled workers have lost their jobs building boats and U.S. boat builders have gone, or are going, out of business. Repeal would undoubtedly and immediately stimulate job growth.

There is broad bipartisan support to repeal this tax. It was included in both tax bills passed by Congress last year, but vetoed by President Bush. I ask, on behalf of many of my colleagues, that the stimulus package include repeal of the boat tax which has cost so many Americans their jobs.

I appreciate your help and guidance on this important issue. I am looking forward to working with you as we consider this and other proposals to spur economic recovery. Thank you for your cooperation and assistance.

Sincerely,


David E. Bonior
Majority Whip

DEB/ep

THE WHITE HOUSE
WASHINGTON

February 16, 1993

The Honorable Peter Peyser
Sunnyside Lane
Irvington, New York 10533

Dear Peter:

Thank you for your thoughtful letter.

Father Healy was a good friend of mine, and I appreciate your relaying his kind words. He was a wonderful man, with a commanding personality, and I will miss him.

Sincerely,

Bill

Tim left behind four pages
of notes on the inaugural
speech - I used his idea of
forcing the spring to start it —

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Sergeant Michael C. Remington
Fauquier County Sheriff's Office
Suite 200
78 West Lee Street
Warrenton, Virginia 22186

Dear Michael:

Thank you very much for writing to me. I am glad you were a part of the Inaugural festivities.

I will do everything I can to live up to your expectations and to meet the crucial challenges that await us all.

Sincerely,

Bill Clinton

*Thanks - your letter
was very moving to
me ~*

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Ms. R. Susan Woods
Olive Tree Painting & Carpentry
Post Office Box 160
Hadley, Massachusetts 01035

Dear Susan:

What a great note expressing your confidence in
Hillary and me. We appreciate your support and
are glad you voted the way you did!

Sincerely,

Bill Clinton

Tracy

THE WHITE HOUSE
WASHINGTON

February 16, 1993

Mr. Rodney Tankis
1 Elm Street
Whitinsville, Massachusetts 01588

Dear Rodney:

I was so sorry to learn of your accident and that it prevented you from coming to Washington for the Inaugural.

I appreciate your support. I hope the same kind of perseverance you showed while working on our campaign will aid you in your recovery efforts.

Hillary and I will remember you in our thoughts and prayers.

Sincerely,

Bill Clinton

Hang in there

THE WHITE HOUSE
WASHINGTON

February 16, 1993

Mr. James H. Faulkner
Three Financial Centre
Suite 300
900 South Shackleford
Little Rock, Arkansas 72211

Dear Jim:

Thank you for your kind words. Hillary and I
are deeply grateful for the support of long-
time friends like you. Please stay in touch.

Sincerely,

Bill

*Thanks for all
your help —*

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Ms. Jane Perkins
President
Friends of the Earth
218 D Street, S.E.
Washington, D.C. 20003

Dear Jane:

I enjoyed meeting you and appreciate the advice in your letter. I shared your EARTH BUDGET with Bob Rubin. With your help, we can finally give our environment the priority it deserves.

Sincerely,

Bill Clinton

DATE: 2/17/93

CHRON

TO: Gene Sperling

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

The attached has been forwarded
to the President.

THE WHITE HOUSE
WASHINGTON

DATE: 2/17/93

TO: Carol Rasco

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

The attached has been forwarded
to the President.

THE PRESIDENT HAS SEEN

Reverso

USA TODAY hopes to serve as a forum for better understanding and unity to help make the USA truly one nation."
—Allen H. Neuharth
Founder, Sept. 15, 1982



Peter S. Prichard
Editor
Karen Jurgensen
Editor of the
Editorial Page
Thomas Curley
President and Publisher

Today's debate is on **WELFARE & BIRTH CONTROL**
and the temptation of government to link the two.

Don't use Norplant against welfare mothers

OUR VIEW Government should not be bribing or requiring poor women to use Norplant or any contraceptive.

Women waited more than 20 years for a new birth-control device. Lawmakers took that many months to turn it to social mischief.

Two years after the debut of Norplant, a five-year contraceptive implant, efforts are under way in more than a dozen states to manipulate poor women into having fewer children.

► Maryland Gov. William Donald Schaefer says he may propose mandatory Norplant for welfare mothers.

► Tennessee state Rep. Steve McDaniel will reintroduce a measure that offers \$500 to poor women who get Norplant. The bill passed the House last session.

► Mississippi state Sen. Walter Graham wants to require welfare recipients with more than four children to get Norplant to qualify for government support. Last year, the legislation was combined with another bill that was defeated.

Such bills are unconscionable government intrusions in an intensely private, individual decision.

Even the incentives involve coercion. A \$500 check could be big enough to tip a poor woman's decision toward Norplant even if it's not safe for her.

Proponents say that state welfare coffers can't support more poor children.

But if it's acceptable for states to interfere with reproduction to save money, where will it stop? Should they be able to demand abortions if fetuses test positive for expensive health problems?

Of course not.

In the 1920s, government thought it had good reason to intrude on procreation. Most states allowed compulsory sterilization to control population among "socially unfit" people. The chief targets were the mentally ill, the retarded and criminals, but it was also used as an excuse to sterilize the poor or minorities. The policy claimed 45,000 victims.

To protect against a similar experience with contraception, state governments should follow some simple rules: Counsel women to use birth control; don't pressure them or bribe them to act against their own judgment.

Going farther is wrong.

Choices about sex and reproduction are private matters.

Norplant can aid mothers

OPPOSING VIEW This is a way to give poor women a chance to break the cycle of poverty.

What responsibility do we have to a mother on welfare? What responsibility does a poor woman or teen-age mother have to the system that supports her family?

Millions of unwanted pregnancies occur in the United States each year. Decreased financial support with each child born will not be an incentive to abstain from sexual activity. What women want is safe, effective, long-lasting protection. The implantable contraceptive Norplant is not a device to deny poor women their right to reproduce. Nor is it an attempt at eugenics.

Everyone supports the idea of helping those who cannot help themselves. It is those who will not who must be made

accountable for their actions. What offends most taxpayers is having to help raise children through the welfare system they cannot afford themselves. There must be a balance between the rights of those who provide support and those who need support.

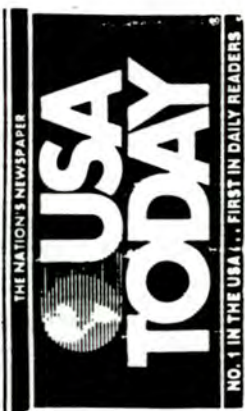
Reducing assistance payments with each additional child is a form of punishment. The required use of Norplant is not punishment; it is a way to give poor women a chance to break the cycle of poverty for themselves and their children.

What good does it do to demand that a welfare recipient get a job when multiple children keep her housebound? With fewer children, the whole family could benefit from preventive rather than crisis-driven health care, increased participation in the educational system and an improved standard of living.

Mandated contraception through legislation is a way to offer assistance and encouragement in real terms. Women on public assistance have a right to large families, but should taxpayers be forced to provide unending support? The decision is left with the woman.



Clanton-Ledger
By Walter A. Graham, president pro tempore of the Mississippi Senate.



2/16/93

CHRON

THE PRESIDENT HAS SEEN

Turning Up Heat on Meat Inspections

Agriculture Secretary Espy vows to develop a much-needed food safety program

President Clinton has responded appropriately to an outbreak of illness linked to contaminated hamburger meat by ordering the Department of Agriculture to hire more meat and poultry inspectors. But, as with other regulatory agencies that have been neglected over the last 12 years, he and Agriculture Secretary Mike Espy must do a lot more to reinvigorate the USDA.

The department's beleaguered \$500-million meat and poultry inspection program is a good place to start. Questions about the shortage of inspectors, and the effectiveness of inspection procedures themselves, have surfaced after an outbreak of food poisoning from contaminated hamburgers at Jack-in-the-Box restaurants in Washington, Nevada and Idaho. One boy died and at least 400 people became ill when they consumed meat that had been contaminated with E. coli bacteria.

To ease public fears, the Agricul-

ture Department issued new food preparation standards requiring that cooking temperatures for hamburgers be raised from 140 degrees to at least 155 degrees to kill any bacteria that may be present in meat.

And on Thursday, the President demonstrated his commitment to the problem by authorizing the department to hire 160 new meat and poultry inspectors.

But continuing attention to this matter will be necessary.

More than a decade of budget cutting and deregulation has significantly reduced the number of agents responsible for inspecting the nation's more than 9,000 meat and poultry processing plants and slaughterhouses. The ranks of USDA inspectors have dwindled to 7,200, from 8,400 in 1978. Currently 550 positions remain unfilled, so the new hires, while very much needed, hardly begin to address the shortfall.

A dozen federal agencies are re-

sponsible for regulating food safety and quality. Together, these agencies spend about \$1 billion to administer 35 separate laws. Not surprisingly, given this patchwork of regulations and the varying missions of these institutions, inspection procedures vary widely for products that pose virtually the same health risks to consumers. Meat and poultry, for example, receive better inspection than fish.

Secretary Espy has promised to develop a new food safety program. He should seriously entertain the idea of consolidating the various regulatory agencies. He should also consider modernizing inspections, which still rely on antiquated techniques—like sight, smell and touch—that have been in use for half a century.

Food safety is not the highest-profile issue the Clinton Administration faces, but it's one that people become all too painfully aware of if there's a problem.

Los Angeles Times

2/16/93

ES
the second
emphasizing this

Monday night, President Clinton appealed to the nation for support of his plan to stimulate the economy and cut the deficit. One economist tells us the high price Clinton — and the nation — face if the deficit problem is not confronted now.

Why we can't put off reducing the deficit

Economist Charles L. Schultze says deficits mean high interest payments on our debt and stymied growth in productivity.

This week, President Clinton is unveiling a long-term deficit-reduction program that will feature tax increases and federal spending cuts. While some of the tax increases will be confined to the rich, others will take money from the average American family. There will be cutbacks in government programs that generate cash or other benefits to American citizens. The immediate effect will be to impose a cost — albeit a small one — on the average American.

ally) as to pay Social Security benefits (\$480 billion).

For a while, we can avoid taxing ourselves to pay for the mounting interest burden — we can borrow ever-larger amounts to pay interest on what we borrowed in the past. But such Ponzi schemes eventually have to end. The longer we wait, the higher the cost of settling up is going to be.

In dollars of today's purchasing power, the taxes needed to cover the 1979 interest payments on the federal debt amounted to \$380 for each man, woman and child in the country. Today, the annual interest bill is \$770 per capita and, unless budgetary policies are changed, the bill 10 years from now will be \$1,190 per capita. Starting on deficit reduction is going to be painful. Putting it off until later would be even more painful.

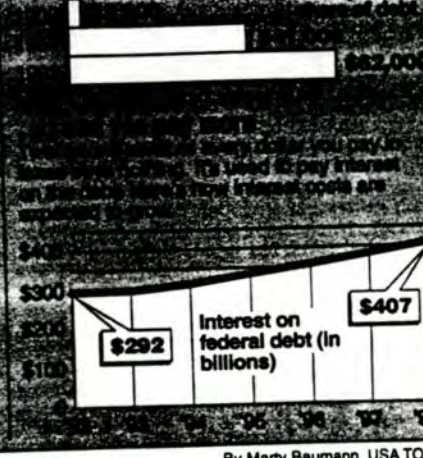
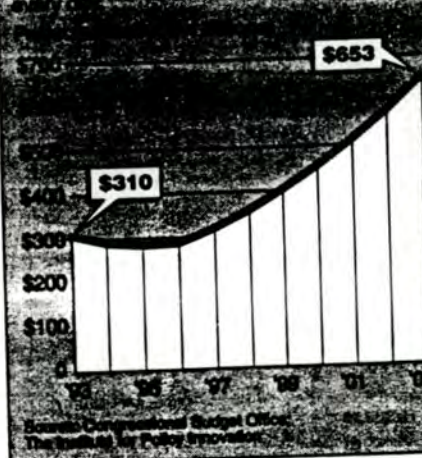
► The second reason to cut the budget deficit is to speed up the growth of American productivity and living standards, which for the past two decades has been very sluggish. Adjusted for inflation, the income of the average family has grown at only 0.5% a year since 1973, compared to 3% a year in the preceding decades. For many families, incomes have fallen.

One prerequisite for improving economic growth is a substantial increase in the fraction of our national income devoted to providing the modern machinery, equipment and other investments that can speed up productivity advances. But to invest a larger fraction of our national income, we must consume a smaller fraction — we must increase our national saving. And here's where the deficit comes in. In normal times, federal borrowing to finance the budget deficit absorbs dollars of private saving that

The state of our national debt

As the deficit grows each year, the federal government's debt has grown steadily. The deficit has now become a permanent feature of the federal budget.

It adds to our total debt. The federal government is now more than \$4 trillion in debt. \$2.5 trillion owed to the public and \$1.5 trillion owed to Social Security funds.



By Marty Baumann, USA TODAY

'For a while, we can avoid taxing ourselves to pay for the mounting interest burden — we can borrow ever-larger amounts to pay interest on what we borrowed in the past. But ... the longer we wait, the higher the cost of settling up is going to be.'

— Charles L. Schultze

Photo by Tim Dillon, USA TODAY



would otherwise have been available for private investment in productivity-enhancing capital.

During the 1980s, the national saving rate — private saving minus the budget deficit — virtually collapsed, from 8% of national income to about 3%. Private saving fell and federal borrowing to finance the swollen budget deficit absorbed a growing fraction of that shrunken amount. There was a sharp fall in the amount of money available to finance private investment.

In the absence of tax increases and spending cuts, the

budget deficit will become even larger in the future. And so the current below-normal rate of national saving and investment would likely fall to a still lower level. Even if tax gimmicks to encourage private saving met with some success — and I think that's unlikely — they wouldn't be enough to do the job. But by gradually eliminating the budget deficit, we can substantially increase the resources available for private investment.

Like a private family, the country can raise its future living standards if it summons the will to forgo some private and

public consumption today in order to invest the savings in productive income-producing assets. That's what the tax increases and spending cuts are designed to achieve for the country as a whole.

Charles L. Schultze is a senior fellow in economic studies at The Brookings Institution in Washington and a former president of the American Economic Association. He was chairman of the President's Council of Economic Advisers in the Carter administration and budget director in the Johnson administration.

GS 1000
Good news
well reasoned



2/16/93

THE PRESIDENT HAS SEEN

THE WHITE HOUSE
WASHINGTON

CHRON

DATE: 2/17

NOTE FOR: *Mark, George S, Paul Begala*
Mark, HEC, Stas Greenberg, Mandy
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

DANIEL YANKELOVICH

February 11, 1992

To: "Mack" McLarty
 From: Dan Yankelovich
 Re: Future Town Meetings

BC - D^{P.1} 11 ✓
 Hc
 Geo S. / Paul Bess
 In
 mmlg
 Desk
 Pol group should discuss

There is a serious flaw in the "town meeting" format the President used last night in Detroit. I am taking the liberty of identifying it because so much is at stake in developing a sound method for engaging the public.

The flaw is this: the kinds of questions people asked were exactly the same questions interests groups ask: what are you planning to do about my joblessness, my illness, my taxes, my relatives in Haiti and Croatia? In effect, people are saying, "How are you going to address my needs?"

This format worked splendidly in the campaign. It exhibited the President's gift of empathy and his mastery of the issues. It served his purposes as a candidate. It does not serve his purposes as President, for two reasons.

The first is that it reinforces the public mindset that dominated the 1970s and 1980s: "What have you done for me lately?" In a subtle way, it sends the message that the proper role of the public is to assert its rights and entitlements, and the proper role of government is to cater to them. The mood thus created is the very opposite of what the President wants to encourage, namely, a new focus on the need for reciprocity, responsibility and even sacrifice for the common good. It undercuts the President in ways that are bound to create disillusionment.

The second -- and more serious -- flaw is that the format fails to engage the public in a genuine dialogue on how to solve problems rather than create new ones. The President says he wants peoples' ideas, but the format invites their demands, not their ideas. To solve this problem you need to set a specific agenda for the town meetings. For example, the President might say, "Here are three choices for reducing the deficit, with their pros and cons. What do you think?" Or, "Here are several choices for treating older patients with terminal cancer -- which best combines compassion with common sense?" In our work at the Public Agenda and Kettering Foundation, we find that this format works wonderfully well. It elicits the public's thoughtfulness rather than its wish list; it makes people feel like citizens rather than subjects of a benevolent but ineffective government.

THE WHITE HOUSE
WASHINGTON

CHARON

DATE: 2/17

NOTE FOR: V.P., Gibbons, Varney, Geagan

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:

WASHINGTON, D. C.

Date 2/16/93

TO: John Podesta

FROM: THE VICE PRESIDENT

The attached is for The President's
attention.

THE PRESIDENT HAS SEEN



THE PRESIDENT HAS SEEN

OFFICE OF THE VICE PRESIDENT

WASHINGTON

February 16, 1993

Hazel R. O'Leary, Secretary
Department Of Energy
Washington, D.C. 20585

Dear ~~Secretary O'Leary~~ *Hazel*.

Thank you for your memo of January 28th relaying your proposal for the organization of the Energy Department. I wish to respond in particular to your suggestions regarding the coordination of science and technology issues.

There can be no doubt that science and technology are the keys to our future economic success. The campaign document entitled "Technology: The Engine of Economic Growth," laid out a sound and ambitious plan for developing and commercializing the technology for the 21st century. As he promised during the campaign, President Clinton has asked me to develop this Administration's initiatives in science and technology with the assistance of the President's Science Advisor, Dr. Jack Gibbons, and the Office of Science and Technology Policy.

In preparation of the Administration's economic agenda to be announced February 17th, I recently asked the Science Advisor to develop the preliminary agenda of a science and technology initiative that can be provided to each Department and relevant agency for their comments and ideas. The DOE should play an integral role in this process given the importance and diversity of its laboratories and research operations.

For example, redefining the mission of the national labs -- and the DOE labs in particular -- will be a major challenge in the coming decade. I welcome your recommendations on that issue, and on how to facilitate the technology transfer process at the Energy Department and its labs as we begin accelerating the technology transfer effort throughout the federal government as part of our economic agenda.

I look forward to your vision and advice in a truly cooperative effort to develop goals and strategies for America's science and technology enterprise.

Sincerely,



Al Gore

cc: The President

CHRON

THE WHITE HOUSE
WASHINGTON

DATE: 2/17

NOTE FOR: MACK

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

February 15, 1993

Mr. Robert Cizik
Chairman and Chief
Executive Officer
Cooper Industries
P.O. Box 4446
Houston, Texas 77210

COPY

I know
Betty Talm
Good letter

Dear Bob,

I certainly enjoyed having the opportunity to be with you on your recent trip to Washington. The President very much appreciated your joining us at our Business Leaders meeting. We appreciated your counsel and your support very much.

In that regard, I have taken the liberty of sharing Jane Oldner's letter to you with the President. As I mentioned, I have known Jane for a number of years and thought her commentary and insights underscore the importance of manufacturing in our economy. The President fully agreed with that assessment. I also loved your final paragraph to Jane - it's just one reflection why your common sense approach has been so successful over the years.

Again, it was good to be with you and I look forward to our being together in the near term.

Personally,

Bob-

Mac

Enjoyed our time together.

Your counsel was very helpful.

MMCL:sj

bc: The President
David Watkins

file - Little Rock

Cooper Industries
P.O. Box 4446
Houston, Texas 77210

Robert Cizik
Chairman and
Chief Executive Officer



January 14, 1993

Ms. Betty Jane Oldner
c/o The Puryear Co.
Dumas, Arkansas 71639

Dear Ms. Oldner:

Thank you for your very thoughtful letter. Your comments are very important to me because in a few short paragraphs you describe why manufacturing is important to our economy. We not only provide jobs directly, but also indirectly through our purchases in the community.

I disagree with your mama. You don't talk too much. You said just the right things.

Thank you.

Sincerely,

A handwritten signature in black ink that reads "Robert Cizik". The signature is written in a cursive, flowing style.

RC/m

BETTY JANE OLDNER
% THE PURYEAR CO.
DUMAS, ARKANSAS 71639

December 15, 1992

REC'D

JAN 14 1993

CIZIK

Dear Mr. Cizik,

Thank you for saying such words of wisdom on the Larry King Show last night.

What impressed me so about your comments, was the importance of Cooper Industries to our town - Dumas, Arkansas. In the heart of the Delta,

A division of Cooper Industries is located in Dumas. The plant has grown and grown. Just this month there has been another expansion. More people brought in to the community.

This plant is vital to Dumas - jobs for hard working, dedicated people. These people in turn purchase furniture, gifts, paint, floor covering from our family owned business - The John Puryear Co. - and to many others.

Your plant purchases all their paint and floor covering needs from my son, Clay.

It made me proud to listen to you - to know you were in Little Rock for Clinton's Economic Conference. To bring great minds of wisdom and knowledge to a common table to seek ways to change America back to the America we have loved and fought for.

My daddy started our business April 25, 1931. We are in the same location; serving the town we love. Although we have been here 61 years, we have continued to change and keep pace with the times - otherwise we would not be serving your excellent company.

May God's Blessings be upon you. C. D. J.

P.S. My mana said I never knew when
to stop talking.

I failed to state the importance of the
payroll of Selden & Dumas. We are indeed
grateful to Selden - We look to the
expansion to come in 1993.

RJD

THE WHITE HOUSE
WASHINGTON

CHRON

DATE: 2/17

NOTE FOR: Mack, Bruce, HRC

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

SWANEE HUNT

500 EAST EIGHTH AVENUE
DENVER, COLORADO 80203

(303) 839-9781

*She's real sharp
and we could
use her - she's
in the - she's
in the - she's**10/2/93
BC - Done
Bruce*

February 9, 1993

Mack McLarty
Chief of Staff
The White House
West Wing, 1st Floor
Washington, DC 20500

Dear Mack,

First and foremost, I want to thank you for your encouragement in our brief meeting during the Transition. You had a thousand more pressing things to attend to; I appreciate your taking the time to get to know me a bit better.

Second, I want to be more explicit regarding what's happening in terms of the embassy in Italy. In the last few days I have had meetings with several key persons who are serving on a small, informal committee making ambassadorial recommendations to the President. On the White House personnel side were Peter Knight and John Emerson. On the State Department side was Brian Atwood. All the meetings, as far as I can tell, went quite well. Our conversations were substantive and enthusiastic.

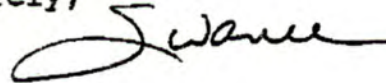
I have not met with either Warren Christopher or Bruce Lindsay, who, I was told, are not meeting with candidates for this position at this time. But I did meet with Treasury Secretary Lloyd Bentsen, who has assured me of his support. I was informed by both Atwood and Emerson that almost certainly Italy will remain a political appointment, that I have excellent sponsorship, that my overall credentials (involvement with domestic social issues, academic degrees, language skills, international business experience, political activity, and cultural accomplishments) are very competitive for this position. I was also told that the Italian-American community is lobbying from the Hill for its candidate(s), and that there is significant competition.

The decision is slated to be made within the next two or three weeks. (Bush appointees have been asked to return home by March 1st.) I may be in Washington again on February 14 and 15. Mack, I will be more than pleased when this process is completed; I'm very comfortable working on behalf of causes I believe in, much less comfortable putting myself forward.

Mack McLarty
February 9, 1993
Page Two

All of this is just meant as a "heads up" on my situation, not a specific request for action. Obviously, if you figure out some way to be helpful, including advice, I would very much appreciate it.

Sincerely,

A handwritten signature in cursive script, appearing to read "Swann", written in dark ink.

P.S. I hear Mark Middleton is working with you. An excellent choice! Congratulations.

TALKING POINTS ON THE ECONOMIC PLAN
DRAFT February 16, 1993 7:10 pm DRAFT

The President's economic plan will bring bold change to America. It completely changes the direction of the federal government, reconnecting it to the needs of working Americans and disconnecting it from the special interests, restoring growth and fairness to economic policy for the first time in a very long time.

The President's plan is rooted in these core principles:

- * To generate more and better jobs for millions of Americans who are out of work; over the course of four years, over 8 million new jobs will be created.
- * To increase incomes for all working Americans; and
- * To provide long-term, structural change to the economy by:

Increasing investments in the many ingredients necessary for economic strength, including people, infrastructure, and technology development; and

Reducing the deficit through over 150 specific program cuts.

For the past twelve years, the deficit went up while investment in people went down. The President's plan will flip that pattern 180 degrees: investment will go up and the deficit will go down.

The plan has three basic components:

I An immediate stimulus program of \$30 billion to provide a jumpstart for the 9 million Americans that are still out of work:

- * The stimulus program will produce nearly 500,000 jobs by the end of 1994.
- * It invests in the nation's traditional and future infrastructure, with money dedicated to putting people back to work, rebuilding roads and bridges and creating information highways.
- * It includes a series of incentives that will spur private investment including a tax credit for small businesses that invest in growth, providing new employment opportunities; and a tax credit for firms that invest in the research that results in technological innovations which, in turn, result in new jobs.
- * It expands the summer jobs program to finance 683,000 new summer jobs.

II An ambitious plan for long-term investment that redirects the mistaken spending priorities of the past:

- * The plan invests in private sector job creation through tax incentives for small businesses as well as other companies;
- * It will invest in education and training, by promoting lifelong learning and initiating the most ambitious plan of training and retraining ever conceived.

including a defense conversion plan to insure that displaced workers have the skills they need to find jobs in our changing economy.

- * It expands the Earned Income Tax Credit; the president is standing firmly by his commitment to insure that no parent who works full-time will be forced to watch his or her family live in poverty.
- * It invests in children by providing money so that all eligible children can attend Head Start and babies who need vaccinations will have them.
- * It fully funds the Women, Infants, and Children program (WIC) to guarantee that our children grow up healthy, not hungry.
- * It calls for a number of incentives to explore new technologies that will create high-wage jobs and keep America on the cutting edge. These incentives will encourage the use of defense technology for civilian purposes.

III A serious, credible plan for deficit reduction to guarantee long-term economic growth and increases in wages.

- * The President's deficit reduction plan is the largest in history; it will result in a \$500 billion gross deficit reduction over four years.
- * This is accomplished by over 150 real, specific cuts in government programs and a revenue plan that restores fairness to the tax code, asking the most from those who profited the most in the 1980's. These cuts represent \$126 billion in non-defense spending over four years.
- * This deficit reduction plan will mean a drop in interest rates and a corresponding increase in consumer confidence that will spur economic activity and create jobs.
- * When interest rates drop, businesses will be able to afford loans to expand, and middle-class people will be able to afford loans to buy houses, to buy cars, and to send promising students to college.

The entire development of this plan was guided by a commitment to change, fairness, economic recovery, and honesty.

- * It provides a balanced approach between getting the economy going again right away and taking the long-term steps, including deficit reduction, to keep the economy going in the future.
- * The President's plan brings a new era of integrity and involvement to the budget process:

It marks the end of smoke and mirror budgets and pie-in-the-sky rosy scenarios; it places a premium on telling the truth and uses one of the most conservative scenarios available for projecting the economy's growth.

The President was intimately involved in the process and fully understands the tough choices facing the American people. He went through the budget line by line and step by step.

Fundamental change in America will require a contribution from every American but the President's plan guarantees that it will be fair.

- * His plan turns first to government; he has already cut the White House staff by 25% and ordered the federal government to trim \$9 billion in administrative fat over the next four years.
- * He turns next to corporations and special interests, raising the corporate tax to 36% and eliminating loopholes that allowed them to avoid paying their fair share in the 1980's.
- * The President's plan then turns to the rich and, in fact, asks more of them he thought would be necessary in the campaign. Over 70% of the new revenues in the plan will come from those who make more than \$100,000 a year.

The tax rate for the wealthiest Americans will be raised to 36% and the President is calling for a 10% surtax on millionaires.

- * The depth of the problem forced the President to turn to the middle class to contribute as well. The plan introduces a broad-based energy tax, based on the energy content of the fuel. The whole package is the most progressive tax package ever proposed:

Families whose combined income is under \$30,000 a year will be shielded from the effects of the increase.

The energy tax will conserve resources, decrease dependence on foreign oil, and reduce pollution.

THE PRESIDENT HAS SEEN

Congress of the United States

JOINT COMMITTEE ON TAXATION

1015 LONGWORTH HOUSE OFFICE BUILDING

WASHINGTON, DC 20515 6453

(202) 225-3621

93 FEB 17 A10:23

Honorable David Price
U.S. House of Representatives
315 Cannon House Office Building
Washington, DC 20515

Dear Mr. Price:

This is in response to your request dated February 27, 1991, for a revenue estimate of H.R. 394. This bill would permit an itemized deduction for interest paid on student loans, and would exclude from gross income scholarship proceeds used for room and board.

The deduction for qualified educational loan interest would apply to any indebtedness incurred by the taxpayer, spouse, or dependent to pay tuition, fees, books, supplies, and reasonable living expenses while away from home. The exclusion from income of scholarship proceeds used for room and board would apply to unrestricted scholarship funds. For the purpose of this estimate, unrestricted scholarship funds are considered to be the portion of a scholarship that is not designated for tuition, fees, and supplies.

This bill would apply retroactively to taxable years after December 31, 1986. However, this estimate considers only taxable years after December 31, 1987, since the 1987 tax year will already be closed and beyond the three-year limit for filing amended returns.

We estimate that H.R. 394 would reduce Federal fiscal year budget receipts as follows:

Item	Fiscal Years					
	[Billions of Dollars]					
	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1992-96</u>
Interest deduction for student loans.....	-0.4	-0.3	-0.3	-0.3	-0.3	-1.5
Exclusion of scholarship income.....	-0.1	-0.1	-0.1	-0.1	-0.2	-0.7

NOTE: Details may not add to totals due to rounding.

For 1965

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this - These \$5 are
smaller than meaning
indicative B

CHRON.

THE WHITE HOUSE
WASHINGTON

DATE: 2/17/93

TO: Bob Rubin

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

The attached has been forwarded
to the President.

BUSINESS

THE PRESIDENT HAS SEEN

THE PRESIDENT HAS SEEN

Aircraft Industry's Free Fall Poses Challenge for Clinton

By John Mintz and Richard M. Weintraub
Washington Post Staff Writers

President Clinton got the bad news two days after taking office: McDonnell Douglas Corp. was laying off another 8,700 workers from the kind of high-paying, high-technology jobs the president says are important to the nation.

Within days, aircraft engine maker Pratt & Whitney said it would cut 10,000 jobs, and Boeing Co. said it would slash production 25 percent, affecting as many as 20,000 workers.

Now, sources have told The Washington Post, the Clinton administration will cut funding in the budget for NASA's planned space station by more than 40 percent.

The aerospace business, which the United States has dominated since the days of the Wright brothers, is in turmoil and it is unclear what actions the Clinton administration plans to take.

Wednesday, in his televised town meeting, Clinton said he wants to set up a commission

"to focus on how to rebuild the aviation industry in our country. . . . People who work for Boeing, McDonnell Douglas and other subsidiary companies, how can we get more jobs? . . . How can we do something about the commercial airlines themselves to avoid further bankruptcies and massive layoffs?"

Some aerospace executives, such as John McDonnell, chairman and chief executive of McDonnell Douglas, want the government to vastly increase research and development funds for 21st-century aerospace technologies and to establish an entity to make loans to distressed U.S. airlines.

Gerald A. Johnston, president and chief operating officer of McDonnell Douglas, noted that "the whole aerospace area has a pretty strong positive trade balance. Coming up with a strategy that keeps us in the lead is very, very important and can't be done totally by industry. It has to be done with some government involvement."

Labor Secretary Robert B. Reich said the

stakes are enormous for American aerospace workers, as European and East Asian nations increase their market share in the aviation business, threatening U.S. dominance.

"The ultimate question is, which nations' workers will get the bulk of the expertise in aerospace for the 21st century?" said Reich, a proponent of the idea that government should intervene to help distressed industries and to retrain workers.

Similar arguments have been made by Laura D'Andrea Tyson, head of Clinton's Council of Economic Advisers.

In her recent book, "Trade Conflict in High-Technology Industries," Tyson said the American aerospace industry "is once again at a critical juncture" and that the "United States needs a civilian industrial policy" to deal with its problems.

The central problem in aerospace is that for the first time in recent memory it is under siege in both its defense and commercial markets. The end of the Cold War has meant huge

decreases in the Pentagon budget and the sickness of the airline business is prompting colossal cuts in orders for passenger aircraft.

The problems are perhaps most severe at McDonnell Douglas, which by the end of this year will have shed 39 percent of its work force in three years.

"The deterioration of McDonnell Douglas's competitive position has been so rapid and so pronounced that it amounts to a virtual collapse," said Loren Thompson, deputy director of Georgetown University's National Security Studies Program.

"McDonnell Douglas's ongoing financial problems may mean that it will present the Clinton administration with its first specific challenge on the industrial policy front."

Some industry experts say the same can be said for the aerospace industry as a whole—employment peaked in the industry in 1989 at 1,331,000, and by the end of this year is ex-

See AEROSPACE, C6, Col. 4

Firms Stuck Between IRS And U.S. Pension Agency

Rules Said to Block Full Funding of Plans

By David A. Vise
Washington Post Staff Writer

Loews Corp. would like to pay up

for changes in the tax laws. "We are anxious to remove our company from this infamous list," he wrote. "Had the contribution limitations not been in place, we could have contributed

LUMBER ON THE RISE

PRICE PER 1,000 BOARD FEET ON THE CHICAGO MERCANTILE EXCHANGE FUTURES MARKET, FOR NEAR-TERM DELIVERY



IGEST

DOW
3392.43
DOWN 30.26

DETAILS ON
PAGE 6

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1.65 YEN
1.525 YEN

AN MARK (N.Y.)

585 MARK
1.0005 MARK

POT

29.60 PER OUNCE
\$2.60

TREASURIES

12% YIELD
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OIL

CURRENT CONTRACT
19.98 PER BARREL
-\$0.28

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\$724 million contract

B Rubin
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do something
on this)
B

THE WHITE HOUSE
WASHINGTON

Podesta →
I have put
in call

93 FEB 17 A 8:39

DATE: 2-15-93

NOTE FOR:

Carol Rasco

to
Milliken.
CJR

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

Information ☐

Action ☒

Do you want to
call Milliken &
let him know the
President & asked you
to look into this?

Let me know JOHN

Thank you.

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

cc:



DATE: 02/16/93



TO: ANTHONY LAKE

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

FYI



THE WHITE HOUSE

WASHINGTON

February 12, 1993

INFORMATION

MEMORANDUM FOR THE PRESIDENT

On January 16, 1993, then President Bush signed and forwarded to the Senate for confirmation the names of 22 officers, including Brigadier General John M. Nauseef, for promotion to the grade of major general in the United States Air Force. That nomination is currently pending Senate confirmation. The Secretary of the Air Force is reviewing the results of a recently completed Department of Defense Inspector General administrative inquiry, which alleges improprieties by Brigadier General Nauseef.

The attached letter (Tab A) has been forwarded to the Chairman of the Senate Armed Services Committee by the Deputy Assistant Secretary (Military Manpower & Personnel Policy). The Department of Defense will advise us and the Committee of the results of the investigation as soon as possible.

John A. Gaughan
JOHN A. GAUGHAN
for Director
White House Military Office

Attachment

C.C. TO TONT LAKE

RETURN TO CLEVE

gdp



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

04 FEB 1993

FORCE MANAGEMENT
AND PERSONNEL

Honorable Sam Nunn
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am writing in reference to the nomination of Brigadier General John M. Nauseef, United States Air Force, for promotion to major general, which the President signed on January 16, 1993, and forwarded to the Senate for confirmation. The Secretary of the Air Force is reviewing the results of a recently completed Department of Defense Inspector General administrative inquiry, which alleges improprieties by Brigadier General Nauseef. The Department will advise the Committee of the results of the investigation as soon as possible.

The Department appreciates your assistance in facilitating the confirmation of pending nominations.

Sincerely,

A handwritten signature in cursive script, reading "Robert M. Alexander", is positioned above the typed name.

ROBERT M. ALEXANDER
Lieutenant General, USAF
Deputy Assistant Secretary
(Military Manpower & Personnel Policy)

DATE: 02/16/93

TO: MACK MCLARTY
MARK GEARAN

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

FYI.

THE WHITE HOUSE
WASHINGTON

February 16, 1993

John:

I checked with Kelly Crawford concerning the recommended phone call that the President was going to make to Jerry McEntee, President of AFSCME. This was forwarded to the President on February 10, 1993, and he has not made the call as of yet.

Julie

forward to
Mack + Mark G.
JOP

THE WHITE HOUSE
WASHINGTON

DATE: 02/16/93

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

DATE: 02/16/

ROBERT RUBIN
HOWARD PASTER
GEORGE STEPHANOPOULOS

TO:

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

The attached has been forwarded
to the President.

TO: Ambassador Mickey Kantor

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

The attached has been forwarded
to the President.

THE WHITE HOUSE

WASHINGTON

February 16, 1993

93 FEB 16 P7:04

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE ✓

SUBJECT: EC Dispute: Clarification of U.S. Trade Practices
on Public Utilities and Telecommunications
Procurement

You had asked about the relative access of U.S. and EC enterprises to each other's public utilities and telecommunications markets.

The federal government, through its five electrical power authorities, procures about 10 percent of the power generation equipment sold in the U.S. State power authorities (including rural co-ops) procure 10-12 percent, and the remainder is bought by privately owned utilities. The EC has access to both federal and state utilities procurement. Federal utilities give U.S. manufacturers a 6 percent price preference. Many state utilities must also comply with Buy America requirements established by state governments, typically a 6 percent price preference based on the federal guideline.

A rough estimate of the federal- and state-controlled market for power generation equipment is \$2-2.5 billion a year. In recent years, EC equipment sales to federal utilities amounted to about \$11 million annually. No figures are available for sales to state utilities, but they are believed to be somewhat higher. In the telecommunications area, the issue of federal or state procurement is not relevant since neither federal nor state authorities operate commercial telephone companies.

In the major EC markets for power generation equipment (France, Germany, the UK and Italy), public utilities have maintained de facto "buy national" policies for decades. USG economists estimate export losses of as much as \$20-30 million a year on EC equipment procurement of approximately \$1.2 billion a year. In the telecommunications market, AT&T and Bell Operating Companies have succeeded in selling equipment to some EC public telephone companies. The value of sales is presumed to be relatively small. If discriminatory practices were eliminated, USG economists estimate additional sales of as high as \$70-130 million a year, mainly in the \$4.7 billion French and German telecom market.

cc: Vice President
Chief of Staff

The EC is likely to consider retaliation in the utilities area. This could take the form of raising the price preference or European content requirement of products procured by public utilities. AT&T and the few telecommunications companies selling to public telephone companies would bear the brunt of the retaliation. USTR has no indication that the EC is considering retaliation outside of the public utilities sector.

THE WHITE HOUSE
WASHINGTON

DATE: 02/16/93

NOTE FOR: BRUCE LINDSEY

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

Information ☐

Action ☒ X

For your appropriate action.

Thank you.

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

cc:

THE WHITE HOUSE
WASHINGTON

Boz

This guy helped us
w/ transition - saw
him today -

If he can't be Amban,
maybe can help us
w/ cor-LA -

B.

Received: 12/05/92
Source: A-spon

MR. LEAFORD C. WILLIAMS

Office
1037 Crittenden St. NE
Washington, 20017

H (202) 529-6312

Campaign: Agency 1: State Agency 2: OTR
Job 1: Ambassdr Job 2: Special A Attachmnt: 1
Entry Lvl:

Category:

None Government Management

Education:

MA IR, American U
BA IR, American U

Work History:

to , President, TMA Corp
to , Civil Serv, US Info Agency
to , Civil Serv, US Dept of Transpor

Skills:

Asia	Far East	Korean
Foreign Language	ABILITY	Interpreter
India	Government	General Mgmt
PR	Transportation	Small Business
REP Norton, E	REP-Representatives	VIA Jordan, V

Tracking:

Comments:

12/28/92 resumix	verified
12/29/92	printed response letter cllet
12/29/92 wolsen	edited
12/30/92 jhoover	edited
01/07/93 larry	edited

-PORTFOLIO-

LEAFORD C. WILLIAMS
1037 Crittenden Street N.E.
Washington D.C. 10017

Phone: (202) 529-6312

Specialist

FAR EAST AND SOUTH ASIAN AFFAIRS

EXPERIENCE

1. Retired Foreign Service Officer
2. Specialist on Korean Affairs
3. Served U.S. Information Agency
4. Served U.S. Department of Transportation
5. Executive Office of the President, The White House
Under Carter Administration
6. Chairman, Washington D.C.-Korean Committee,
Inc.
7. President, TMA Corporation, Inc.
Specializing in Coastal Environmental Research

PROFILE

(202) 529-6312

LEAFORD C. WILLIAMS
Specialist
Far Eastern Affairs

EDUCATION

School of Foreign Service, Georgetown University
Washington D.C.: Studied International Relations

Transferred to School of International Service
American University: Area Studies of the Far East

B.A. International Relations

GRADUATE STUDIES

School of International Service, American University
M.A. International Relations; Specialized on Korean Affairs

LANGUAGE ABILITY

Studied Korean Language, Foreign Language Institute Monterey,
California. Graduated with Certificate in Korean Language.

Served as Korean Interpreter, Prisoners of War Repatriation
Commission, Panmunjom, Korea

Yonsei University, Seoul, Korea

Attended advanced studies in Korean Language, Yonsei University,
Seoul, Korea, as member of U.S. Diplomatic Mission in Korea. Only
known Black American with facility in the Korean language.

EXPERIENCE

Mr. Leaford C. Williams earned his High School Diploma from
the State University of New York, at Albany. He subsequently
attended the School of Foreign Service, Georgetown University in
Washington D.C. following military service in the Korean war where
he earned the Bronze Star Medal. At Georgetown University he
specialized in international relations and diplomacy. He selected
Korean as his foreign language and earned the distinction of being
the only known Black American with facility in the Korean language.

Immediately upon graduation from college Mr. Williams was appointed to the Foreign Service of the United States under the administration of the late President John F. Kennedy. He was assigned as Chief of Mission for the United States Information Agency at Taegu, Korea. He was subsequently assigned as Cultural Affairs Officer, American Consulate-General, Bombay, India. Following his tour of duty in India Mr. Williams was reassigned to the American Embassy in Seoul, Korea as a Public Affairs Officer. He possesses over 15 years experience in Far East and South Asian Affairs.

Mr. Williams has served a total of over 30 years as an Executive in the U.S. government. His service has taken him on assignments around the world on a variety of missions, comprising management, public relations, international relations and diplomacy.

In the domestic Civil Service he has served both with the United States Information Agency, and with the Office of the Secretary, U.S. Department of Transportation. While serving with the Transportation Department he was assigned to the White House as Deputy Director of the White House Conference for Small Business, during the Carter Administration. He is listed in Who's Who in Government and Who's Who in Black America.

In private life, Mr. Williams is President of TMA Corporation, Inc. a private Consulting firm specializing in Coastal Environmental Research. He is also the founder of the Washington D.C.-Korean Committee geared to Conflict Resolution between Koreans and members of the Black Washington community for which he serves as Chairman.

PRUDDELL



Bill Clinton & Al Gore at Auction

To Gary West
with thanks for a
great day with a real American
Bill Clinton

Requested By Congressman
Sanford Bishop - photo ret'd to
Lee Ann Inadomi
2/16/93 Sewagner

THE WHITE HOUSE
WASHINGTON

DATE: 02/16/93

NOTE FOR: HOWARD PASTER

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

Information ☐

Action ☒

For an appropriate response.
(A copy has already been given to B. Rubin)

Thank you.

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

cc:

Congress of the United States
House of Representatives
Washington, DC 20515-0550

*To ROVR
an idea to get back to him
but he has a general
idea of what to do -
B*

MR. PRESIDENT: LINK SHORT-TERM ECONOMIC STIMULUS WITH LONG-TERM
ECONOMIC CONVERSION

An expectant nation eagerly awaits your first State of the Union address. In it, you will outline your plan to fulfill the mandate delivered to you by the American people last November. This plan will no doubt contain both a package of public works spending projects designed to improve the economy in the near-term, and a set of spending cuts and tax increases designed to get our terrible deficit under control in the long-term.

I do not envy your task, but I am confident that you will find a way to achieve it.

No doubt you have received advice from all corners. This outpouring is a sign of the nation's hope and interest, and a reflection of the widespread belief that the future of this nation's economy will be shaped by your words and deeds.

As a Freshmen Congressman, carried to Washington on the same wave of faith and change that elected you, I humbly offer the following suggestion to help you along your path.

* Mr. President, link your economic stimulus package with a long-range plan to convert the nation's defense industry to civilian applications. Mr. President, invest in the types of projects today that will pay dividends to all Americans tomorrow. As this nation realizes the critical need for both economic stimulus and economic conversion of our defense industries, we must begin to accomplish both -- with the same resources.

Although there are signs that the economy is improving, America still desperately needs the short-term economic stimulus package that you have promised. That package, which may total as much as \$20 billion in desperately needed new federal spending, will mean employment, training, and opportunity to Americans in every part of the nation.

Yet without a concrete plan to target this new spending, its impact will be a short-lived boost with little lasting impact.

Many communities in America are heavily dependent on defense spending. The end of the Cold War and the need for deficit reduction has resulted in the loss of hundreds of thousands of defense sector jobs all across the nation.

"Mr. President"

Page 2

Our nation has begun the painful process of weaning itself from the military--but it is not an easy process and it is one that requires a tremendous amount of resources and incentive. Mr. President, your economic stimulus package can help provide this needed push.

Every city and state in the country has "ready-to-go" infrastructure projects that merely await funding. Because of the neglect of the Reagan-Bush years, you will find no shortage of projects lined up for the green light that your stimulus package can provide.

We must formulate a plan in which ~~defense companies with economic conversion plans receive first priority for this funding.~~ In this way we will link new projects with existing and future job retraining programs.

For example, under the ~~Clean Water Act, my own City of San Diego~~ will be building multi-billion dollar sewage treatment and water reclamation systems. At the same time we have aerospace and high-tech defense contractors losing defense contracts. As we build these new sewage and reclamation facilities, let us give preference to defense contractors with approved conversion plans. As we hire engineers and mid-level managers for these projects, let us give priority to laid-off workers currently being trained for other jobs which may or may not exist.

The City of San Diego is also interested in constructing a \$25 million Traffic Control Communications Systems (for "smart roads and highways"). Many defense technologies are perfectly suited to the development of these "smart" systems and we should ensure that we link available technology with need as we finance these infrastructure improvements.

Our nation's defense industry cannot make the necessary transition to a peace-time economy without the help of the federal government. Our nation's economy cannot lift itself out of this recession without the stimulus package that you have promised. Mr. President, let us link these two critical needs and target our infrastructure funding to economic conversion plans. With your first economic package, let us fulfill both national objectives.

To Cong. Bill Sargolius
with best wishes
Bill Clinton

2/16/93



*The Presidential Inaugural Committee
requests the honor of your presence
to attend and participate
in the
Inauguration of
William Jefferson Clinton
as
President of the United States of America
and
Albert Gore, Jr.
as
Vice President of the United States of America
on Wednesday, the twentieth of January
one thousand nine hundred and ninety-three
in the City of Washington*



THE 52ND PRESIDENTIAL INAUGURAL



AN AMERICAN REUNION

CALENDAR OF PUBLIC EVENTS

AMERICA'S REUNION ON THE MALL

SUNDAY, JANUARY 17, 1993

10:00 AM

CALL FOR REUNION

LINCOLN MEMORIAL

INAUGURAL CELEBRATION CONCERT AND FIREWORKS

SUNDAY, JANUARY 17, 1993

3:00 PM

THE AMERICAN GALA

THE CAPITAL CENTRE

MONDAY, JANUARY 18, 1993

7:30 PM

SALUTE TO CHILDREN

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

TUESDAY, JANUARY 19, 1993

1:30 PM UNTIL 2:30 PM

SALUTE TO YOUTH

THE JOHN F. KENNEDY CENTER FOR THE PERFORMING ARTS

TUESDAY, JANUARY 19, 1993

3:00 PM UNTIL 4:00 PM

INAUGURAL CEREMONY

UNITED STATES CAPITOL

WEDNESDAY, JANUARY 20, 1993

11:30 AM

OPEN TO THE PUBLIC FOR STANDING ROOM

PRESIDENTIAL INAUGURAL PARADE

UNITED STATES CAPITOL TO THE WHITE HOUSE

WEDNESDAY, JANUARY 20, 1993

2:00 PM

A PRESIDENTIAL OPEN HOUSE

THE WHITE HOUSE

THURSDAY, JANUARY 21, 1993

9:00 AM UNTIL 12:00 NOON

ALL EVENTS ARE FREE - AMERICAN GALA, SALUTE TO CHILDREN AND SALUTE TO YOUTH REQUIRE TICKETS. PLEASE CALL 1-800-INAUG93



*To this day
But with
this Clinton*



To Bill

JANUARY TWENTIETH 1993

Maule

Bill Clinton

Inauguration Ceremonies

THE BEARER IS A MEMBER OF THE UNITED STATES
HOUSE OF REPRESENTATIVES

ADMIT TO THE INAUGURAL PLATFORM
WEST FRONT OF CAPITOL

ADMIT TO
CAPITOL BUILDING
AND ROTUNDA

Wendell H. Ford

Chairman,
Congressional Inaugural Committee

Platform

No 386

M E M O R A N D U M

TO: John Podesta
FR: Lorraine Miller 
Legislative Affairs
DT: 2/13/93
RE: Signature on Photograph

THE PRESIDENT HAS BEEN SEEN

2-16-93

Please submit the enclosed letter and photo to the President for his signature and return it to my office (112 East Wing). I will bring it to the Representative.

If you need any further information, please do not hesitate to contact me, or my assistant Jocelyn, at extension 6620.

Thank you very much.

13:51



House of Representatives

JOHN W. HAMMOND
REPRESENTATIVE, DISTRICT 20,
POST 5
P.O. BOX 548
MARIETTA, GEORGIA 30061
(404) 422-3883 (O)
(404) 424-0272 (H)

LEGISLATIVE OFFICE BUILDING, ROOM 401 E
ATLANTA, GEORGIA 30334
(404) 656-0152

December 22, 1992

STANDING
COMMITTEES:

BANKS & BANKING
JUDICIARY
LEGISLATIVE & CONGRESSIONAL
REAPPORTIONMENT

To: President -Elect Bill Clinton

THE PRESIDENT HAS SEEN

From: John W. Hammond

Dear Mr. President-Elect:

When we spoke briefly at the Jefferson/Jackson Dinner here in Atlanta in the fall of 1991, I think that we both knew that the party needed a change as much as the country. Thanks to you and the DLC I believe that we have finally turned the corner and I am very optimistic about the future of the party.

I took this picture when you were here in Atlanta on the Saturday before the election. I have never seen a crowd quite like that in the Atlanta area for a Presidential campaign and it was quite a day for us all.

We are all very proud of you and look forward to working with you and your administration. I would deeply appreciate your taking a minute to autograph the picture for me so that I can have a constant reminder that we were right from the beginning.

Sincerely,

To John Hammond
with thanks for your early support
and your clear vision and commitment
Bim Clinton



THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN
02-16-93

February 15, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Howard Paster *HP*

SUBJECT: Photograph for Chairman Natcher

As a follow-up on your meeting today with Chairman Natcher, please personally sign the enclosed photograph for the Congressman. Please return the signed photograph to my office.



To Chairman Hatcher —
with great respect and anticipation
for the challenges ahead Phil Clinton
2-16-93

THE WHITE HOUSE
WASHINGTON



February 16, 1993

Mr. President:

I have attached the message to
Congress transmitting your economic
plan. Please sign both copies.

John Podesta



TO THE CONGRESS OF THE UNITED STATES:

To accompany my address to the Joint Session of the Congress, I am submitting this report, entitled *A Vision of Change for America*. This report describes the comprehensive economic plan I am proposing for the Nation.

I am asking you to join with the American people in their call for change. My vision is one of fundamental change -- to invest in people, to reward hard work and restore fairness, and to recognize our families and communities as the cornerstones of America's strength.

For more than a decade, our government has been caught in the grip of the failed policy of trickle-down economics. While the rich get richer, middle-class Americans pay more taxes to their government and get less in return. My plan will put an end to government that benefits the privileged few and mark the beginning of an economic strategy that puts people first.

My plan has three key elements: economic stimulus to create jobs now while laying the foundation for long-term economic growth; long-term public investments to increase the productivity of our people and businesses; and a serious, fair, and balanced deficit-reduction plan to stop the government from draining the private investments that generate jobs and increase incomes.

The change will not be easy, but the cost of not changing is far greater. We must ensure that our children's generation is not the first to do worse than their parents. We must restore the American dream.

We have already heard the clamor of the powerful special interests who oppose change because they profit from the

status quo. But the American people have demanded change, and it is our responsibility to answer their call. With that in mind, I ask for your help and support to restore our economy and give our people hope.

William J. Clinton

THE WHITE HOUSE,

February 17, 1993.

TO THE CONGRESS OF THE UNITED STATES:

To accompany my address to the Joint Session of the Congress, I am submitting this report, entitled *A Vision of Change for America*. This report describes the comprehensive economic plan I am proposing for the Nation.

I am asking you to join with the American people in their call for change. My vision is one of fundamental change -- to invest in people, to reward hard work and restore fairness, and to recognize our families and communities as the cornerstones of America's strength.

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status quo. But the American people have demanded change, and it is our responsibility to answer their call. With that in mind, I ask for your help and support to restore our economy and give our people hope.

William J. Clinton

THE WHITE HOUSE,

February 17, 1993.

THE WHITE HOUSE
WASHINGTON

2/15/93

February 12, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: HOWARD PASTER 
SUBJECT: Letters to Members of Congress

Attached are letters for your signature which respond to various letters from members of Congress.

The following is a brief description of each letter:

- 1) George Miller (D-CA), thanking for ideas for deficit reduction, the letter was also signed by:

Mike Synar (D-OK),
Charlie Stenholm (D-TX),
Dan Glickman (D-KS);
- 2) Eddie Bernice Johnson (D-TX), thanking for Dallas Cowboys calendar;
- 3) Terry Everett (R-AL), birthday greeting;
- 4) George Sangmeister (D-IL), birthday greeting;
- 5) Craig Thomas (R-WY), birthday greeting;
- 6) John Warner (R-VA), birthday greeting;
- 7) Eliot Engel (D-NY), birthday greeting;
- 8) Carolyn Maloney (D-NY), birthday greeting;
- 9) Paul Coverdell (R-GA), birthday greeting;
- 10) Mitch McConnell (R-KY), birthday greeting;
- 11) John Lewis (D-GA), birthday greeting;
- 12) Olympia Snowe (R-ME), birthday greeting.

THE WHITE HOUSE

WASHINGTON

February 15, 1993

The Honorable C.W. Bill Young
House of Representatives
Washington, D.C. 20515

Dear Bill:

Thank you for your message of support and for the flag that you sent through Howard Paster. It will always be a treasured memento of the Inauguration.

I appreciate being remembered in this special way.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bill Clinton". The signature is written in dark ink and is positioned below the word "Sincerely,".

THE WHITE HOUSE

WASHINGTON

February 21, 1993

Olympia
Dear Representative Snowe:

Hillary and I want to personally extend our wishes to you on your birthday.

Birthdays are a time of celebration. As you gather with your family and friends, we want to join with them in wishing you all the best for the coming year.

Happy Birthday.

Sincerely,



The Honorable Olympia J. Snowe
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 21, 1993

Dear John:

Hillary and I want to join with your family and friends in wishing you a very happy birthday.

Birthdays are a time to remember the past, but also a time to look ahead to the future. We have been chosen to represent the people of America, and we must stand united and work together to create a better America for our children.

With best wishes on your birthday,

Sincerely,

Bar.

The Honorable John Lewis
House of Representatives
Washington, D.C. 20515

*What a great
friend you've
been to us*

THE WHITE HOUSE

WASHINGTON

February 20, 1993

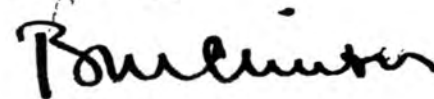
Dear Senator McConnell:

Hillary and I want to personally extend our wishes to you on your birthday.

Birthdays are a time of celebration. As you gather with your family and friends, we want to join with them in wishing you all the best for the coming year.

Happy Birthday.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Clinton", written in a cursive style.

The Honorable Mitch McConnell
United States Senate
Washington, D.C. 20510

THE WHITE HOUSE
WASHINGTON

February 19, 1993

Dear Carolyn:

Hillary and I want to join with your
and friends in wishing you a very happy bi

Birthdays are a time to remember the
also a time to look ahead to the future.
een chosen to represent the people of Ame
e must stand united and work together to
etter America for our children.

With best wishes on your birthday,

Sincerely,

Bill

The Honorable Carolyn B. Maloney
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE
WASHINGTON

February 20, 1993

Dear Senator Coverdell:

Hillary and I want to personally extend our
wishes to you on your birthday.

Birthdays are a time of celebration. As you
gather with your family and friends, we want to
join with them in wishing you all the best for the
coming year.

Happy Birthday.

Sincerely,

Bill Clinton

The Honorable Paul Coverdell
United States Senate
Washington, D.C. 20510

THE WHITE HOUSE

WASHINGTON

February 18, 1993

Dear Senator Warner:

Hillary and I want to personally extend our wishes to you on your birthday.

Birthdays are a time of celebration. As you gather with your family and friends, we want to join with them in wishing you all the best for the coming year.

Happy Birthday.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bill Clinton".

The Honorable John W. Warner
United States Senate
Washington, D.C. 20510

THE WHITE HOUSE

WASHINGTON

February 18, 1993

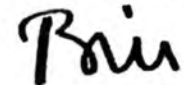
Dear Eliot:

Hillary and I want to join with your family and friends in wishing you a very happy birthday.

Birthdays are a time to remember the past, but also a time to look ahead to the future. We have been chosen to represent the people of America, and we must stand united and work together to create a better America for our children.

With best wishes on your birthday,

Sincerely,

A handwritten signature in black ink, appearing to read "Bill", written in a cursive style.

The Honorable Eliot L. Engel
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 16,

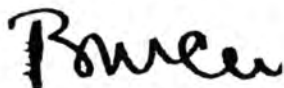
Dear George:

Hillary and I want to join with
and friends in wishing you a very hap

Birthdays are a time to remember
also a time to look ahead to the futu
been chosen to represent the people o
we must stand united and work togethe
better America for our children.

With best wishes on your birthday

Sincerely,



The Honorable George E. Sangmeister
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 17, 1993

Dear Representative Thomas:

Hillary and I want to personally extend our
wishes to you on your birthday.

Birthdays are a time of celebration. As you
gather with your family and friends, we want to
join with them in wishing you all the best for the
coming year.

Happy Birthday.

Sincerely,



The Honorable Craig Thomas
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

Dear Representative Everett:

Hillary and I want to personally extend our wishes to you on your birthday.

Birthdays are a time of celebration. As you gather with your family and friends, we want to join with them in wishing you all the best for the coming year.

Happy Birthday.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bill Clinton".

The Honorable Terry Everett
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

Dear Eddie Bernice:

Thank you for sending me two copies of the America's Team For Education calendar. As you already know, I am a big fan of the Dallas Cowboys, and I will certainly enjoy these calendars.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read "Bill", written in a cursive style.

The Honorable Eddie Bernice Johnson
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

Dear Dan:

Thank you for sharing the ideas of the House working group on deficit reduction with me. I also appreciated your attendance at the small group meeting to discuss my economic plan.

At this time we are considering many of the cuts that you have suggested. It is certainly a difficult task we face, and I appreciate your efforts in putting together a list.

With best wishes,

Sincerely,

Bar

Elizabeth Duvall

The Honorable Dan Glickman
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

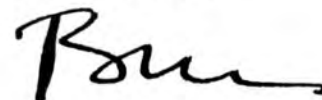
Dear Charlie:

Thank you for sharing the ideas of the House working group on deficit reduction with me.

At this time we are considering many of the cuts that you have suggested. It is certainly a difficult task we face, and I appreciate your efforts in putting together a list.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to be "Bill", written in a cursive style.

The Honorable Charles W. Stenholm
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

Dear Mike:

Thank you for sharing the ideas of the House working group on deficit reduction with me.

At this time we are considering many of the cuts that you have suggested. It is certainly a difficult task we face, and I appreciate your efforts in putting together a list.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to be "Rm" or a stylized "Bill", written in a cursive, slanted style.

The Honorable Mike Synar
House of Representatives
Washington, D.C. 20515

THE WHITE HOUSE

WASHINGTON

February 15, 1993

Dear Mr. *George* Chairman:

Thank you for sharing the ideas of the House working group on deficit reduction with me. I also appreciated your attendance at the small group meeting to discuss my economic plan.

At this time we are considering many of the cuts that you have suggested. It is certainly a difficult task we face, and I appreciate your efforts in putting together a list.

With best wishes,

Sincerely,

Bar

The Honorable George Miller
House of Representatives
Washington, D.C. 20515