

**Selected Metropolitan Areas for Comparison of
President's Budget Plan with Congressional Actions**

<u>Metropolitan Area</u>	<u>P/MSA</u>
██████████	
Albuquerque.....	MSA
Anchorage.....	MSA
Baltimore.....	PMSA
Billings.....	MSA
Birmingham.....	MSA
Boston.....	PMSA
Bridgeport, CT.....	PMSA
Burlington, VT.....	MSA
Charleston, SC.....	MSA
Chicago.....	PMSA
Cleveland.....	PMSA
Columbus, OH.....	MSA
Dallas.....	PMSA
Denver.....	PMSA
Des Moines.....	MSA
Detroit.....	PMSA
Fort Worth.....	PMSA
Honolulu.....	PMSA
Houston.....	PMSA
Indianapolis.....	MSA
Jackson, MS.....	MSA
Little Rock.....	MSA
Los Angeles.....	PMSA
Louisville.....	MSA
Madison.....	MSA
Manchester, NH.....	PMSA
Memphis.....	MSA
Miami.....	PMSA
Milwaukee.....	PMSA
Newark.....	PMSA
New Orleans.....	MSA
New York.....	PMSA
Omaha.....	MSA
Philadelphia.....	PMSA
Phoenix.....	MSA
Pittsburgh.....	MSA
Portland.....	PMSA
Salt Lake City.....	MSA
San Antonio.....	MSA
San Diego.....	MSA
San Francisco.....	PMSA
San Jose.....	PMSA
San Juan.....	MSA
Seattle.....	PMSA
Tampa	MSA
Washington, DC.....	PMSA

Emilio

PMSA: Primary Metropolitan Statistical Area
MSA: Metropolitan Statistical Area

Tennifgen - here is a bootleg copy of the Repubs. town mtg schedule on ~~Medicare~~ Medicare
 are discussing media, and have asked Kavinif. + Ching J. to get co. data to house members to get them into these stories.

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Melind

St	D	Member of Congress	Date	Town	Location	Time
AL	6	Bachus, Spencer T. III	None	None	None	None
AZ	1	Salmon, Matt	18-Aug	Chandler	Chandler Justice Court	7:00 PM
AZ	1	Salmon, Matt	19-Aug	Phoenix	Ironwood Branch Library	10:00 AM
AZ	1	Salmon, Matt	24-Aug	Phoenix	Los Olivos Senior Center	7:00 PM
AZ	1	Salmon, Matt	28-Aug	Scottsdale	Eldorado Park	10:00 AM
AZ	4	Shadegg, John	22-Aug	TBA	TBA	TBA
AZ	4	Shadegg, John	30-Aug	TBA	TBA	TBA
AZ	5	Kolbe, Jim	12-Aug	Tucson	Christ Community Church	9:30 AM
AZ	5	Kolbe, Jim	12-Aug	Tucson	Emmanuel Baptist Church	1:30 PM
AZ	5	Kolbe, Jim	13-Aug	Saddlebrook	Saddlebrook Country Club	2:00 PM
AZ	5	Kolbe, Jim	15-Aug	Gila Valley	Safford/Graham Library	10:00 AM
AZ	5	Kolbe, Jim	15-Aug	Pearce/Sunlites	Community Church of Sunlites	2:00 PM
AZ	5	Kolbe, Jim	15-Aug	Portal	Portal Rescue and Fire Bldg.	7:00 PM
AZ	5	Kolbe, Jim	15-Aug	Sierra Vista	Buena High School	7:00 PM
CA	2	Herger, Wally	7-Aug	Wheatland	Pioneer Hall	9:00 AM
CA	2	Herger, Wally	8-Aug	Anderson	City Council Chambers	9:30 AM
CA	2	Herger, Wally	8-Aug	Weaverville	Weaverville Elementary	2:30 PM
CA	2	Herger, Wally	9-Aug	Truckee	Truckee-Donner P.U.D.	5:00 PM
CA	2	Herger, Wally	10-Aug	Loyalton	Loyalton Social Hall	10:00 AM
CA	2	Herger, Wally	10-Aug	Quincy	Grange Hall	7:00 PM
CA	2	Herger, Wally	14-Aug	Paradise	Paradise Council Chambers	7:00 PM
CA	2	Herger, Wally	15-Aug	Dorris	Dorris City Hall	10:00 AM
CA	2	Herger, Wally	15-Aug	Alturas	Alturas City Hall	4:00 PM
CA	10	Baker, Bill	None	None	None	None
CA	11	Pombo, Richard	29-Aug	Escalon	Escalon Library	6:30 PM
CA	11	Pombo, Richard	30-Aug	Rancho Cordova	Rancho Cordova Senior Center	6:30 PM
CA	11	Pombo, Richard	31-Aug	Galt	Galt Community Center	6:30 PM
CA	23	Galleghy, Elton	None	None	None	None
CA	25	McKeon, Howard "Buck"	18-Aug	San Fernando Valley	Cal. St. University-North Ridge	7:00 PM
CA	25	McKeon, Howard "Buck"	19-Aug	Palm Dale	Hammack Center	10:00 AM
CA	25	McKeon, Howard "Buck"	19-Aug	Santa Clarita	local high school site to be scheduled	1:30 PM
CA	27	Moorhead, Carlos	None	None	None	None
CA	39	Royce, Edward	None	None	None	None
CA	46	Dornan, Robert	None	None	None	None

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CA	47	Cox, Christopher	None	None	None	None
CA	49	Billbray, Brian	None	None	None	None
CT	5	Franks, Gary	None	None	None	None
CT	6	Johnson, Nancy	None	None	None	None
FL	7	Mica, John	None	None	None	None
FL	8	McCollum, BIN	None	None	None	None
FL	12	Canady, Charles	5-Aug	Auburndale	City Commission Chambers	10:00 AM
FL	12	Canady, Charles	7-Aug	Lakeland	Florida Southern College, Rogers Auditorium	6:30 PM
FL	12	Canady, Charles	8-Aug	Dade City	TECO Community Room	6:30 PM
FL	12	Canady, Charles	8-Aug	Bartow	County Commission Board Room	6:00 PM
FL	12	Canady, Charles	10-Aug	Haines City	Haines City Community Center	6:30 PM
FL	12	Canady, Charles	14-Aug	Arcadia	Commissioners Board Room	6:30 PM
FL	12	Canady, Charles	15-Aug	Winter Haven	City Commission Chambers	6:30 PM
FL	12	Canady, Charles	16-Aug	Valrico	Hillsborough Farm Bureau	6:00 PM
FL	12	Canady, Charles	17-Aug	Avon Park	City Commission Chambers	6:30 PM
FL	13	Miller, Dan	29-Jul	Sarasota	TBA	TBA
FL	14	Goss, Porter	None	None	None	None
GA	1	Kingston, Jack	None	None	None	None
GA	4	Linder, John	26-Aug	Conyers	Conyers Rockdale Library	10:30 AM
GA	4	Linder, John	26-Aug	Decatur	DeKalb County Meloo Auditorium	2:00 PM
GA	4	Linder, John	29-Aug	Atlanta	Atlanta Morningside Recreation Center	7:00 PM
GA	4	Linder, John	31-Aug	Lawrenceville	Gwinnett County Justice	7:00 PM
GA	7	Barr, Bob	2-Sep	Marletta	Marletta City Hall	10:00 AM
GA	9	Deal, Nathan	29-Jul	Lula	<i>pick-up truck "Tailgate Talks" at various sites</i>	8:30 AM
GA	9	Deal, Nathan	29-Jul	Clermont	<i>pick-up truck "Tailgate Talks" at various sites</i>	10:00 AM
GA	9	Deal, Nathan	29-Jul	Murrayville	<i>pick-up truck "Tailgate Talks" at various sites</i>	11:30 AM
GA	9	Deal, Nathan	29-Jul	Gainesville	<i>pick-up truck "Tailgate Talks" at various sites</i>	1:00 PM
GA	9	Deal, Nathan	29-Jul	Oakwood	<i>pick-up truck "Tailgate Talks" at various sites</i>	2:30 PM
GA	9	Deal, Nathan	29-Jul	Flowery Branch	<i>pick-up truck "Tailgate Talks" at various sites</i>	4:00 PM
GA	9	Deal, Nathan	5-Aug	Canton	<i>pick-up truck "Tailgate Talks" at various sites</i>	10:30 AM
GA	9	Deal, Nathan	5-Aug	Fairmount	<i>pick-up truck "Tailgate Talks" at various sites</i>	3:00 PM
GA	9	Deal, Nathan	7-Aug	Celhoun	<i>pick-up truck "Tailgate Talks" at various sites</i>	12:00 PM
GA	9	Deal, Nathan	7-Aug	Nickelsville	<i>pick-up truck "Tailgate Talks" at various sites</i>	2:00 PM
GA	9	Deal, Nathan	7-Aug	Chatsworth	<i>pick-up truck "Tailgate Talks" at various sites</i>	4:00 PM
GA	9	Deal, Nathan	8-Aug	Cumming	<i>pick-up truck "Tailgate Talks" at various sites</i>	11:00 AM

GA	9	Deal, Nathan	8-Aug	Dawsonville	<i>pick-up truck "Tailgate Talks" at various sites</i>	3:00 PM
GA	9	Deal, Nathan	25-Aug	Dalton	<i>pick-up truck "Tailgate Talks" at various sites</i>	2:30 PM
GA	9	Deal, Nathan	26-Aug	Chickmauga	<i>pick-up truck "Tailgate Talks" at various sites</i>	10:00 AM
GA	9	Deal, Nathan	26-Aug	Ft. Oglethorpe	<i>pick-up truck "Tailgate Talks" at various sites</i>	11:30 AM
GA	9	Deal, Nathan	26-Aug	Tunnel Hill	<i>pick-up truck "Tailgate Talks" at various sites</i>	1:30 PM
GA	9	Deal, Nathan	26-Aug	Ringgold	<i>pick-up truck "Tailgate Talks" at various sites</i>	2:30 PM
GA	9	Deal, Nathan	28-Aug	Cornelia	<i>pick-up truck "Tailgate Talks" at various sites</i>	10:00 AM
GA	9	Deal, Nathan	28-Aug	Toccoa	<i>pick-up truck "Tailgate Talks" at various sites</i>	12:00 PM
GA	9	Deal, Nathan	28-Aug	Clarkeville	<i>pick-up truck "Tailgate Talks" at various sites</i>	3:00 PM
GA	9	Deal, Nathan	29-Aug	Blue Ridge	<i>pick-up truck "Tailgate Talks" at various sites</i>	2:00 PM
GA	9	Deal, Nathan	29-Aug	Ellijay	<i>pick-up truck "Tailgate Talks" at various sites</i>	4:00 PM
GA	9	Deal, Nathan	30-Aug	Clayton	<i>pick-up truck "Tailgate Talks" at various sites</i>	11:00 AM
GA	9	Deal, Nathan	30-Aug	Hiwassee	<i>pick-up truck "Tailgate Talks" at various sites</i>	1:30 PM
GA	9	Deal, Nathan	30-Aug	Cleveland	<i>pick-up truck "Tailgate Talks" at various sites</i>	4:00 PM
GA	10	Norwood, Charles	12-Aug	Washington	Wilkes County Courthouse, Main Courtroom	8:00 AM
GA	10	Norwood, Charles	15-Aug	Grayson	Grayson Elementary School	7:00 PM
GA	10	Norwood, Charles	17-Aug	Sugar Hill	North Gwinnett High School	7:00 PM
GA	10	Norwood, Charles	22-Aug	Madison	Morgan County High School	7:00 PM
GA	10	Norwood, Charles	26-Aug	Thomson	McDuffie County Courthouse	9:00 AM
GA	10	Norwood, Charles	26-Aug	Columbia County	Columbia County Courthouse	11:00 AM
IA	2	Nussle, Jim	None	None	None	None
IA	4	Ganske, Greg	None	None	None	None
IL	8	Crane, Philip M.	15-Aug	?	Lake Community College	?
IL	10	Porter, John	None	None	None	None
IN	2	MacIntosh, David	21-Aug	Hope	Hope Town Hall	10:30 AM
IN	2	MacIntosh, David	21-Aug	St. Paul	St. Paul Civic Center	1:00 PM
IN	2	MacIntosh, David	21-Aug	Morristown	Morristown Town Hall	3:00 PM
IN	2	MacIntosh, David	22-Aug	Milroy	Anderson Twp. Community Bldg.	7:00 PM
IN	2	MacIntosh, David	24-Aug	Spicaland	The Fire Barn	3:00 PM
IN	2	MacIntosh, David	24-Aug	Cambridge City	Jackson Twp. Trustee Office	7:00 PM
IN	2	MacIntosh, David	26-Aug	Elwood	Birch Bayh Senior Citizen Center	10:00 AM
IN	2	MacIntosh, David	26-Aug	Alexandria	City Hall, Council Chambers	11:30 AM
IN	2	MacIntosh, David	26-Aug	Pendleton	Pendleton Community Library	2:00 PM
IN	2	MacIntosh, David	26-Aug	Muncie	Heritage Care Center	4:00 PM
IN	2	MacIntosh, David	29-Aug	Franklin	Franklin Public Library	6:30 PM

IN	2	MacIntosh, David	31-Aug	Redkey	Redkey Park	3:00 PM
IN	2	MacIntosh, David	31-Aug	Union City	Historic Union City Depot	7:00 PM
IN	4	Souder, Mark	28-Aug	Decatur	Riverside Center, South Harvest Hall	9:00 AM
IN	4	Souder, Mark	28-Aug	Bluffton	Caylor-Nickel Clinic/Medical Center, 4th Fl. Conf. Room	11:00 AM
IN	4	Souder, Mark	28-Aug	Huntington	Huntingdon College	2:00 PM
IN	4	Souder, Mark	28-Aug	Columbia City	Whitley County Historical Museum	4:00 PM
IN	4	Souder, Mark	28-Aug	Fort Wayne	St. Patrick's School Building	7:00 PM
IN	4	Souder, Mark	30-Aug	Kendallville	McCray Hospital	9:00 AM
IN	4	Souder, Mark	30-Aug	LaGrange	County Office Bldg., County Council Chambers	11:00 AM
IN	4	Souder, Mark	30-Aug	Angola	Cameron Memorial Community Hospital	1:30 PM
IN	4	Souder, Mark	30-Aug	Fort Wayne	Northrop High School, Room A20	4:00 PM
IN	4	Souder, Mark	30-Aug	Auburn	DeKalb County Office Bldg., Lower Level Meeting Room	7:00 PM
IN	6	Burton, Dan	None	None	None	None
IN	7	Myers, John	None	None	None	None
IN	8	Hostettler, John N.	29-Jul	Montgomery	Senior Citizen Center	10:30 AM
IN	8	Hostettler, John N.	29-Jul	Logansport	Municipal Building	3:00 PM
IN	8	Hostettler, John N.	31-Jul	Newburgh	Newburgh Library	7:00 PM
IN	8	Hostettler, John N.	22-Aug	Evansville	McCullough Library	2:00 PM
IN	8	Hostettler, John N.	25-Aug	Sullivan	Community Building	2:00 PM
IN	8	Hostettler, John N.	25-Aug	Bloomington	Courthouse, 3rd Floor Commissioner's Mtg. Room	7:00 PM
IN	8	Hostettler, John N.	26-Aug	Bloomington	Ivy Tech; Bldg. C, Room 210-211	10:00 AM
IN	8	Hostettler, John N.	28-Aug	Bloomfield	Bloomfield Housing Authority Social Room	1:30 PM
IN	8	Hostettler, John N.	31-Aug	Evansville	Ivy Tech, Library	7:00 PM
IN	8	Hostettler, John N.	2-Sep	Vanderburgh County	Univ. of S. Indiana; Health Pro. Center, Room HP1006	9:00 AM
KS	4	Tlahrt, Todd	8-Aug	Wichita	Spears-S. Oliver	7:30 AM
KS	4	Tlahrt, Todd	10-Aug	TBA	TBA	1:00 PM
KS	4	Tlahrt, Todd	12-Aug	Halstead	TBA	7:30 AM
KS	4	Tlahrt, Todd	15-Aug	El Dorado	TBA	8:00 PM
KS	4	Tlahrt, Todd	18-Aug	Caney	TBA	7:30 AM
KS	4	Tlahrt, Todd	22-Aug	Wellington	TBA	8:00 AM
KS	4	Tlahrt, Todd	22-Aug	Wichita	Central Christian Church	7:00 PM
KS	4	Tlahrt, Todd	24-Aug	Wichita	Wichita State University-CAC	8:00 AM
KS	4	Tlahrt, Todd	28-Aug	throughout district	Farm Day	all day
KS	4	Tlahrt, Todd	29-Aug	Winfield	TBA	7:30 AM
KS	4	Tlahrt, Todd	30-Aug	Peabody	TBA	7:30 AM

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KY	2	Lewis, Ron	None	None	None	None
KY	4	Bunning, Jim	15-Aug	Mount Olivet	Robertson County Courthouse	9:30 AM
KY	4	Bunning, Jim	16-Aug	Maysville	Mason County Courthouse	1:00 PM
KY	4	Bunning, Jim	16-Aug	Brooksville	Bracken County Courthouse	3:00 PM
KY	4	Bunning, Jim	16-Aug	Vanceburg	Lewis County Courthouse	10:00 AM
KY	4	Bunning, Jim	16-Aug	Morehead	Rowan County Courthouse	1:30 PM
KY	4	Bunning, Jim	16-Aug	Flemingsburg	Fleming County Courthouse	3:30 PM
KY	4	Bunning, Jim	17-Aug	Sandy Hook	Elliot County Courthouse	10:00 AM
KY	4	Bunning, Jim	17-Aug	Grayson	Carter County Courthouse	1:00 PM
KY	4	Bunning, Jim	17-Aug	Ashland	Federal Bldg., Room 204	6:00 PM
MD	6	Bartlett, Roscoe G.	21-Aug	TBA	TBA	TBA
MD	6	Bartlett, Roscoe G.	22-Aug	TBA	TBA	TBA
MD	6	Bartlett, Roscoe G.	23-Aug	TBA	TBA	TBA
MD	6	Bartlett, Roscoe G.	24-Aug	TBA	TBA	TBA
MD	8	Morella, Constance	None	None	None	None
MI	3	Ehlers, Vernon J.	None	None	None	None
MI	11	Knollenberg, Joe	None	None	None	None
MN	1	Gutknecht, Gil	10-Aug	Albert Lea	Southwest Junior High School	9:30 AM
MN	1	Gutknecht, Gil	10-Aug	New Richland	City Hall	1:00 PM
MN	1	Gutknecht, Gil	10-Aug	Blooming Prairie	City Center Building	3:00 PM
MN	1	Gutknecht, Gil	17-Aug	Wells	Community Center	9:30 AM
MN	1	Gutknecht, Gil	17-Aug	Mapleton	Fire Station	12:30 PM
MN	1	Gutknecht, Gil	17-Aug	North Mankato	Municipal Building	3:00 PM
MN	1	Gutknecht, Gil	24-Aug	Austin	Senior Center	3:00 PM
MN	3	Ramsted, Jim	7-Aug	Shorewood	Council Chambers	7:00 PM
MN	3	Ramsted, Jim	8-Aug	Maple Grove	Council Chambers	7:00 PM
MN	3	Ramsted, Jim	14-Aug	Bloomington	Council Chambers	7:00 PM
MN	3	Ramsted, Jim	16-Aug	Eden Prairie	TBA	7:00 PM
NC	2	Funderburk, David	None	None	None	None
NC	5	Burr, Richard M.	None	None	None	None
NC	6	Coble, Howard	6-Aug	Lexington	Davidson County Courthouse	9:00 AM
NC	6	Coble, Howard	6-Aug	Granite Quarry	Granite Quarry Municipal Bldg.	12:00 PM
NC	6	Coble, Howard	6-Aug	Mocksville	Mocksville Town Hall	3:00 PM
NH	2	Bess, Charles F.	None	None	None	None
NJ	2	Loblondo, Frank	None	None	None	None

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NJ	5	Roukema, Marge	None	None	None	None
NJ	7	Franks, Bob	None	None	None	None
NV	3	Vuchanovich, Barbare	None	None	None	None
NY	1	Forbes, Michael	None	None	None	None
NY	19	Kelly, Sue	29-Jul	Now Castle	Town Hall Assembly Room	8:30 AM
NY	19	Kelly, Sue	29-Jul	Putnam Valley	Town Hall Courtroom	10:30 AM
NY	19	Kelly, Sue	29-Jul	Fishkill	Town Hall Meeting Room	12:30 PM
NY	19	Kelly, Sue	29-Jul	Cornwall	Town Hall	2:30 PM
NY	19	Kelly, Sue	29-Jul	Poughkeepsie	Main Meeting Room	4:30 PM
NY	24	McHugh, John	None	None	None	None
NY	27	Walsh, James	14-Aug	Cayuga County	TBA	TBA
NY	31	Houghton, Amory	None	None	None	None
OH	4	Oxley, Michael	None	None	None	None
OH	12	Kasich, John	None	None	None	None
OH	18	Ney, Robert	None	None	None	None
OR	5	Bunn, Jim	None	None	None	None
PA	8	Greenwood, Jim	8-Aug	Quakertown	Grundy House	1:30 PM
PA	8	Greenwood, Jim	9-Aug	Bristol	Grundy Towers	1:30 PM
PA	8	Greenwood, Jim	10-Aug	Doylestown	Heritage Towers	1:30 PM
PA	8	Greenwood, Jim	10-Aug	Newtown	Council Rock High School	7:00 PM
PA	13	Fox, Jon	26-Jul	Blue Bell	Montgomery Comm. College; Science Center, Rm. 213	7:00 PM
PA	13	Fox, Jon	27-Jul	Blue Bell	Montgomery Comm. College; Science Center, Rm. 213	1:30 PM
PA	13	Fox, Jon	18-Sep	Huntingdon Valley	Huntingdon Valley Library	10:00 AM
PA	13	Fox, Jon	23-Sep	Wyndmoor	Springfield Township Free Library	10:00 AM
PA	13	Fox, Jon	30-Sep	Limerick	Limerick Fire Company	10:00 AM
PA	13	Fox, Jon	7-Oct	Hatfield	Hatfield Township Building	10:00 AM
PA	16	Walker, Robert	26-Aug	Mahalm Twp.	TBA	
PA	21	English, Phil	None	None	None	None
TN	2	Duncan, John	None	None	None	None
TX	3	Johnson, Sam	21-Aug	Dallas	St. Mark's School of Texas	7:00 PM
TX	3	Johnson, Sam	22-Aug	Piano	Piano City Hall	7:00 PM
TX	3	Johnson, Sam	24-Aug	Mesquite	Mary L. Moss Elementary School	7:00 PM
TX	6	Bryant, John	None	None	None	None
TX	8	Barton, Joe	17-Aug	Hurst	Brookside Center	6:00 PM
TX	6	Barton, Joe	19-Aug	Coppell	Coppell Town Center	10:00 AM

TX	6	Barton, Joe	19-Aug	Grand Prairie	Grand Prairie City Hall Council Chambers	12:30 PM
TX	6	Barton, Joe	21-Aug	Parker County	Weatherford City Hall Council Chambers	5:00 PM
TX	6	Barton, Joe	31-Aug	Waxahachie	Waxahachie Chamber of Commerce	5:30 PM
TX	6	Barton, Joe	31-Aug	Ennis	Ennis Chamber of Commerce	7:30 PM
TX	7	Archer, Bill	28-Aug	Houston	T.H. Rogers Education Center	7:00 PM
TX	7	Archer, Bill	30-Aug	Houston	Spring Woods Senior High	7:00 PM
TX	21	Smith, Lamar	20-Sep	Highland Lakes	T.B.A. (tentative)	T.B.A.
TX	26	Arney, Richard	7-Aug	Flower Mound	Marcus High School Auditorium	7:00 PM
TX	26	Arney, Richard	8-Aug	Frisco	Collin Co. C.C., Preston Ridge Campus, Founder's Hall	7:30 PM
TX	26	Arney, Richard	10-Aug	Carrollton	Dewitt Perry Middle School Auditorium	7:30 PM
TX	26	Arney, Richard	14-Aug	Richardson	Texas A&M Research Center Auditorium	8:00 PM
TX	26	Arney, Richard	16-Aug	Irving	MacArthur High School Auditorium	8:00 PM
TX	26	Arney, Richard	17-Aug	Justin	Northwest ISD, Continuing Education Center	8:00 PM
UT	1	Hansen, James	None	None	None	None
UT	2	Waldholtz, Enid	18-Aug	Salt Lake City	TBA	TBA
VA	6	Goodlatte, Bob	None	None	None	None
VA	7	Billiey, Thomas J. Jr.	None	None	None	None
VA	10	Wolf, Frank	None	None	None	None
WA	1	White, Rick	12-Aug	Shoreline	TBA	TBA
WA	1	White, Rick	12-Aug	Mill Creek	TBA	TBA
WA	2	Melcalf, Jack	None	None	None	None
WI	1	Neumann, Mark	None	None	None	None
WI	2	Klug, Scott	None	None	None	None
WI	6	Petri, Thomas	None	None	None	None
WI	8	Roth, Toby	None	None	None	None
WI	9	Sensenbrenner, Jim	30-Jul	Grafton	Village Hall	7:00 PM
WI	9	Sensenbrenner, Jim	8-Aug	Lake Mills	Lake Mills Library	7:00 PM
WI	9	Sensenbrenner, Jim	13-Aug	Eagle	Village Hall	7:00 PM
WI	9	Sensenbrenner, Jim	20-Aug	Hertford	City Hall	7:00 PM
7/24-83 Members responded						

Jul-95

FY 1996 DISCRETIONARY SPENDING ONLY (\$ Millions)

SUBCOMMITTEES		FY 1996 Freeze	House 602	Senate 602	Senate 602 vs:	
					FY 1996 Freeze	House 602
ALL DISCRETIONARY						
Agriculture	BA	13,818	13,310	13,310	-508	--
	O	13,831	13,608	13,608	-223	--
Commerce	BA	26,533	27,122	25,794	-739	-1,328
	O	26,447	26,488	25,668	-779	-820
Defense	BA	243,441	243,910	242,486	-955	-1,424
	O	243,901	244,072	243,069	-832	-1,003
District of Columbia	BA	712	712	712	--	--
	O	712	712	712	--	--
Energy & Water Development	BA	20,567	18,704	20,310	-257	1,606
	O	20,593	19,356	20,216	-377	860
Foreign Opera- tions	BA	13,631	12,200	12,300	-1,331	100
	O	14,132	13,818	13,918	-214	100
Interior	BA	14,278	12,083	12,083	-2,195	--
	O	14,032	13,174	13,174	-858	--
Labor-HHS-Educ.	BA	70,791	61,151	62,749	-8,042	1,598
	O	72,043	68,102	68,730	-3,313	628
Legislative Branch	BA	2,385	2,240	2,167	-218	-73
	O	2,361	2,200	2,188	-173	-12
Military Construction	BA	8,983	11,198	11,159	2,176	-39
	O	9,119	9,613	9,693	574	80
Transportation	BA	13,740	12,600	12,400	-1,340	-200
	O	37,550	36,947	36,561	-989	-386
Treasury, Postal Service	BA	11,829	11,426	11,265	-564	-161
	O	12,126	11,805	11,627	-499	-178
VA, HUD	BA	71,022	61,700	61,690	-9,332	-10
	O	77,371	74,016	74,831	-2,540	815
Deficiencies	BA	--	805	736	736	-69
	O	--	--	--	--	--
Total	BA	511,730	489,161	489,161	-22,569	--
	O	544,218	533,911	533,995	-10,223	84

MEDICARE ANNIVERSARY EVENT, JULY 30 INDEPENDENCE, MO

EVENT:

National town hall meeting to commemorate the 30th Anniversary of Medicare. President Johnson signed the bill on July 30, 1965 at President Truman's home in Independence, MO. The event will be held at the Truman Library Auditorium in Independence, Missouri on July 30, 1995 from 1:00-2:00 p.m. (CST).

The meeting will be linked via satellite to four remote locations -- Portland, Oregon, Boston, Tampa and Cleveland. House/Senate delegations will work together to set-up the local events at which the audience will view the Independence event and be able to ask questions.

There will be an audience of seniors, working families and students in Independence who will ask questions. In addition, we will take questions from each of the remote locations. The audience in Independence will see the remote locations on a large screen (two way video and audio).

PARTICIPANTS:

Democratic Leaders Gephardt and Daschle
Families of Presidents Johnson and Truman (not confirmed)
Other Members of Congress
Members and audience in four remote locations

FORMAT:

Welcome and Introductions, Dr. George Curtis, Curator of the Truman Library
Congressman Gephardt
Senator Daschle (not confirmed)
Truman and Johnson Families (not confirmed)
Q&A - 30 minutes
 Two questions from Independence
 One question from each remote site

AR

Jay Dickey - Appropriations (Ag/Labor-HHS)

CA

Frank Riggs - Appropriations (Ag/Energy&Water Develop.)
Andrea Seastrand - Science / Transportation
Elton Gallegly - Judiciary / Resources
Carlos Moorhead - Commerce / Judiciary
Steve Horn - Transportation
Jerry Lewis - Appropriations (Nat'l Security)
Ken Calvert - Ag / Resources
Brain Bilbray - Commerce

CT

Chris Shays - Budget
Gary Franks - Commerce
Nancy Johnson - Ways & Means

DE

Mike Castle - Banking / Econ. & Educational Opport.

FL

Mark Foley - Ag / Science
Ileana Ros-Lehtinen - Gov't Reform / Intern'l Relations
Lincoln Diaz-Balart - Rules

IA

Greg Ganske - Commerce

IL

Mike Flanagan - Judiciary / Veterans
Ray LaHood - Ag / Transportation

KY

Ed Whitfield - Commerce

ME

Jim Longley - Resources / Small Bus.

MA

Peter Blute - Transportation
Peter Torkildsen - Resources / Small Bus.

MD

Wayne Gilchrist - Resources / Transportation
Connie Morella - Science

MI

Dick Chrysler - Banking / Small Bus.
Fred Upton - Commerce

MN

Jim Ramstad - Ways & Means

NE

Jon Christensen - Ways & Means

NJ

Marge Roukema - Banking / Econ. & Educational Opport.

NY

Rick Lazio - Banking / Budget

Dan Frisa - Commerce

Susan Molinari - Budget / Transp.

Ben Gilman - Gov't Reform

Sherwood Boehlert - Science / Transp.

Jack Quinn - Transportation / Veterans

Amo Houghton - Ways & Means

NV

John Ensign - Ways & Means

NC

Fred Heineman - Banking / Judiciary

OH

Martin Hoke - Budget / Judiciary

Bob Ney - Banking / Veterans

OK

Tom Coburn - Commerce

OR

Jim Bunn - Appropriations (Energy & Water / Interior)

PA

Phil English - Ways & Means

TN

Zach Wamp - Science / Small Bus. / Transp.

Van Hilleary - Science / Small Bus.

TX

Steve Stockman - Banking / Science

Greg Laughlin - Ways & Means

WA

Rick White - Commerce

Jack Metcalf - Banking / Small Bus.

Linda Smith - Resources / Small Bus.

Rick Hastings - Resources

George Nethercutt - Appropriations (Interior)

Randy Tate - Transportation

WI

Mark Neumann - Appropriations (Veterans)

Scott Klug - Commerce

Steve Gunderson - Ag / Econ. & Educational Opportunities

AR	
Blanche Lambert	- Commerce
CA	
Vic Fazio	- Appropriations (Energy & Water)
Sam Farr	- Ag / Resources
Tony Beilenson	- Rules
Jane Harman	- Science
George Brown	- Ag. / Science
CT	
Sam Gejdenson	- Resources
FL	
Sam Gibbons	- Ways & Means
IL	
Bill Lipinski	- Transportation
KY	
Mike Ward	- Science
ME	
John Baldacci	- Agriculture
MI	
Dale Kildee	- Econ. & Educational Opport. / Resources
Sandy Levin	- Ways & Means
Lynn Rivers	- Budget / Science
MN	
Dave Minge	- Ag. / Science
Bill Luther	- Science / Small Bus.
NY	
Maurice Hinchey	- Banking / Resources
NC	
Charlie Rose	- Agriculture
Bill Hefner	- Appropriations (Nat'l Security)
OH	
Sherrod Brown	- Commerce
Tom Sawyer	- Econ. & Educational Opport.
OR	
Elizabeth Furse	- Commerce
PA	
Paul McHale	- Science
SC	
John Spratt	- Nat'l Security

TN

Bart Gordon

- Commerce

TX

Martin Frost

- Rules

Ken Bentsen

- Banking / Small Bus.

VA

LF Payne

- Ways & Means

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

13-Jul-1995 03:22pm

TO: (See Below)

FROM: Robert J. Pellicci
 Office of Mgmt and Budget, LRD

SUBJECT: Next Week's Scheduled Medicare/Medicaid Hearings

For Your Information -- Medicare/Medicaid hearings for the remainder of July:

1. July 18th -- House Commerce Committee on Medicare program.
 (Vladeck invited but has yet to accept; minority would prefer he testify on July 25th)
2. July 19th -- House Ways and Means Subcommittee on Medicare and Reconciliation issues. (HHS IG to testify).
3. July 19th -- Senate Finance Committee on Medicare program.
 (PROPAC to testify)
4. July 20th -- House Ways and Means Subcommittee on Medicare and Reconciliation issues. HHS Secretary Shalala has been invited; Klepner has informed Committee that the Secretary will not testify before the Subcommittee. Vladeck is likely witness.
5. July 20th -- Senate Finance Committee on home health, SNF, labs, and DSH. Interest groups are scheduled to testify.
6. July 25th -- House Commerce Committee on Medicare program.
 If Vladeck does not testify on the 18th, he'll testify at this hearing.
7. July 25th -- Senate Finance Committee on restructuring Medicare (Day I). Administration will be testifying either on this date or on the 26th or 27th.
8. July 26th -- Senate Finance Committee on restructuring Medicare (Day II). See above entry.
9. July 26th -- House Commerce Committee on Medicaid.
 Interest groups are scheduled to testify.

10. July 27th -- Senate Finance Committee on restructuring Medicare (Day III). The Administration will testify either on this date or would have testified on the 25th or 26th.

I'll update the above information as new information becomes available.

Distribution:

TO: Nancy-Ann E. Min
TO: Christopher C. Jennings

CC: Barry T. Clendenin
CC: Mark E. Miller
CC: Anne W. Mutti
CC: Janet R. Forsgren
CC: James C. Murr

- Medicare Event -



Date: July 25th

Preferred time: 10 a.m. or just past noon.

Hook: On the 30th Anniversary of Medicare, and on the eve of the Medicare budget battle, 10 of the original signers of Medicare, and other more recent Members of Congress, reaffirm their support for the nation's health insurance program for the elderly and seriously disabled by re-signing the First "Contract with America."

Event: Members of Congress are invited to "reaffirm" their support for Medicare on its 30th Anniversary by signing a copy of the original law signed by Lyndon Johnson in 1965. The idea is to renew the First "Contract With America" by vowing to preserve Medicare into the future. After a brief introduction and a symbolic signing of the old law by a few Members of Congress, the Birthday cake will be lit by passing a lighted candle from Dr. Arthur Flemming (on the right) and Mrs. Genevieve Johnson (on the left) through their assembled family members. The youngest children, along with someone from the disabled community, will light the candles (the children with parental help).

Visuals:

- Large birthday cake (triple decker) with 60 candles.
- The 12 original signers of Medicare legislation that are still in office.
- Dr. Arthur Flemming (age 90) and Mrs. Genevieve Johnson (age 96) and assorted family members spanning 5 generations.
(With Dr. Flemming and Mrs. Johnson, we span a great deal of demographic ground: black and white, male and female, Republican and Democrat)
- Another Possible Feature: Lady Bird Johnson whom the new "contract" could be presented to.

In the room:

- Members of Congress
- Cake and families
- Camera crews
- Disabled Americans
- As many seniors as we need to fill the room.
- Selected seniors and disabled Americans to do interviews about the importance of Medicare to them and their families
- Representatives from national organizations and agencies.

National Council of Senior Citizens

*Invitation PANDA
Room.*

456 2878

27th - SAMTSA Receipting
 28th - Samtosa Receipting
 29th - Samtosa Receipting
 30th - Samtosa Receipting
 31st - Samtosa Receipting
 remainder of July 28th - 31st

Dr. S. J. G. W. W. W.

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HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
DATE	ORGANIZATION	EVENT	LOCATION
July 12, 1995	Intergovernmental Affairs, WH	Democratic Legislative Leaders Political Briefing	Washington, D.C.
July 15, 1995	National Caucus and Center on Black Aged	Board of Directors Meeting	Washington, D.C.
July 16 -21, 1995	Intergovernmental Affairs, WH	National Conference of State Legislators Annual Meeting	Milwaukee, Wisconsin
July 21-25, 1995	Intergovernmental Affairs, WH	National Association of Counties Annual Conference	Atlanta, Georgia
July, 21-25, 1995	National Organization of Black County Official Executives	Board of Directors and Business Roundtable Meeting	Washington, D.C.
July 23-28, 1995	United Auto Workers Retirees	Region 5 Retired Workers Council Meeting	Norman, Oklahoma
July 25, 1995		Congress Passed Medicare Bill	Washington, D.C.
July 26, 1995	Intergovernmental Affairs, WH	Democratic Mayors Political Briefing	Washington, D.C.
July 27-28, 1995	National Association of Public Hospitals	Drug Pricing Meeting	Bethesda, Maryland
July 28-30, 1995	National Hospice Organization	Board of Directors Meeting	Colorado Springs, Colorado
July 29- August 1, 1995	National Governors Association	Annual Conference	Burlington, Vermont
July 30, 1995		Medicare Anniversary, President Clinton signs Medicare Bill	Washington, D.C.
August 7, 1995	United Auto Workers Retirees in Michigan	Annual Picnic	Four Bears Water Park Utica, Michigan
August 12-16, 1995	Southern Legislative Conference	Annual Meeting	Tulsa, Oklahoma
August 14, 1995		Social Security Anniversary	
August 17-23, 1995	National Hospice Organization	1st Nat. Conference Series on Spiritual/Bereavement/Psychosocial Aspects of Hospice	San Francisco Hilton and Towers San Francisco, California
August 18-24, 1995		National Conference of Lieutenant Governors	Mackinac Island, MI
August 26-31, 1995	National Association of Secretaries of State	Annual Meeting	Rapid City, South Dakota
September 13-17, 1995	Chiropractic Centennial Foundation	Opening Ceremonies	Davenport, Iowa
September 14, 1995	Association of Academic Health Centers	Task Force on Science Policy	Washington, D.C.
September 15, 1995	Association of Academic Health Centers	Task Force on Health Care Reform	Washington, D.C.

HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
September 20-21, 1995	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.
September 20-22, 1995	National Association of Children's Hospitals and Related Institutions	Annual Meeting	Milwaukee, Wisconsin
September 23, 1995	National Caucus and Center on Black Aged	Board of Directors Meeting	Washington, D.C.
September 27-28, 1995	Generic Pharmaceutical Industry Foundation	2nd Annual GPIA Mid-Year Policy Conference	Washington Vista Hotel, Washington, D.C.
September 27-30, 1995	Association of Academic Health Centers	Annual Meeting	Aspen, Colorado
September 29, 1995	National Association of Public Hospitals	Medical Leadership Meeting	Washington, D.C.
October, 1995 (pending)	National Association of Public Hospitals	Strategic Planning Meeting	
October 24, 1995	Association of Academic Health Centers	Task Force on Human Resources for Health	Washington D.C.
October 27- Nov. 2, 1995	Association of American Medical Colleges	106th Annual Meeting	Washington, D.C.
November 4-5, 1995	National Hospice Organization	Board of Directors Meeting	Phoenix, Arizona
November 4-8, 1995	National Hospice Organization	17th Annual Symposium and Exposition	Phoenix Civic Plaza Phoenix, Arizona
November 17-18, 1995	National Association of Public Hospitals	14th Annual Fall Conference	Arlington, Virginia
November 27-30, 1995	National Auto Workers Retirees	Annual International Workers Advisory Council Meeting	Mirage Hotel Las Vegas, Nevada
December 8, 1995	National Caucus and Center on Black Aged	Living Legacy Awards Banquet Program	Washington, D.C.
December 9, 1995	National Caucus and Center on Black Aged	Board of Directors Meeting	Washington, D.C.
January 17, 1996	Association of Academic Health Centers	Task Force on Health Care Reform	Washington, D. C.
January 29, 1996	National Association of Public Hospitals	Board of Directors Meeting	Washington, D.C.
February 7, 1996	Association of Academic Health Centers	Task Force on Science Policy	Washington, D.C.

HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
February 14-15, 1996	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.
February 27, 1996	Association of Academic Health Centers	Task Force on Human Resources for Health	Washington, D.C.
March 1-2, 1996	Association of American Medical Colleges	Spring Meeting of the Council of Academic Societies	Ponte Vedra, Florida
March 25-26, 1996	Association of Academic Health Centers	Spring Meeting	Washington, D.C.
March 25-29, 1996	United Auto Workers Retirees	Northeast Regional Conference	Atlantic City, New Jersey
March 31- April 2, 1996	National Association of Children's Hospitals and Related Institutions	Spring Washington Conference	Washington, D.C.
April 23, 1996	Association of Academic Health Centers	Task Force on Human Resources for Health	Washington, D.C.
April 25-27, 1996	National Association of Public Hospitals	Specialty Meeting	Sante Fe, New Mexico
April 27- May 1, 1996	Association of American Medical Colleges	Spring Meeting of the Council of Deans	Charleston, South Carolina
May 1-4, 1996	Association of American Medical Colleges	Spring Meeting of the Council of Teaching Hospitals	Charleston, South Carolina
May 4-8, 1996	National Hospice Organization	11th Nat. Conference on Clinical Hospice Team Management and Leadership Development	San Francisco Hilton and Towers San Francisco, California
May 15, 1996	Association of Academic Health Centers	Task Force on Health Care Reform	Washington, D.C.
May 15-16, 1996	United Auto Workers Retirees	Western Regional Conference	Reno, Nevada
June 14-19, 1996	American Nurses Association	Convention and Centennial Celebration	Washington, D.C.
June 19-20 1996	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.
June 27-30, 1996	National Association of Public Hospitals	15th Annual Conference	Keystone Resort, Colorado
August, 1996	National Hospice Organization	2nd Nat. Conference on Clinical Hospice Care/Palliative Medicine	TBA
August 23- 26, 1996	United Auto Workers Retirees	Midwest Regional Conference	Waterloo, Louisiana
September 11-14, 1996	United Auto Workers Retirees	Central Regional Conference	Detroit, Michigan
September 18-19, 1996	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.

HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
October 14-17, 1996	United Auto Workers Retirees	Mid-Atlantic and South East Regional Conference	Lake Buena Vista, Florida
October 21(?), 1996	United Auto Workers Retirees	Northwestern Regional Conference	TBA
November 6-9, 1996	National Hospice Organization	18th Annual Symposium and Exposition	Chicago Hilton and Towers Chicago, Illinois
November 6-12, 1996	Association of American Medical Colleges	107th Annual Meeting	San Francisco, California
November 15-16, 1996	National Association of Public Hospitals	15th Annual Fall Conference	Arlington, Virginia

HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
DATE	ORGANIZATION	EVENT	LOCATION
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July 28-30, 1995	National Hospice Organization	Board of Directors Meeting	Colorado Springs, Colorado
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September 14, 1995	Association of Academic Health Centers	Task Force on Science Policy	Washington, D.C.
September 15, 1995	Association of Academic Health Centers	Task Force on Health Care Reform	Washington, D.C.
September 20-21, 1995	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.
September 20-22, 1995	National Association of Children's Hospitals and Related Institutions	Annual Meeting	Milwaukee, Wisconsin
September 23, 1995	National Caucus and Center on Black Aged	Board of Directors Meeting	Washington, D.C.
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October 27- Nov. 2, 1995	Association of American Medical Colleges	106th Annual Meeting	Washington, D.C.
November 4-5, 1995	National Hospice Organization	Board of Directors Meeting	Phoenix, Arizona

HEALTH CALANDAR

DATE	ORGANIZATION	EVENT	LOCATION
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May 1-4, 1996	Association of American Medical Colleges	Spring Meeting of the Council of Teaching Hospitals	Charleston, South Carolina

HEALTH CALANDAR

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June 19-20 1996	Association of American Medical Colleges	Executive Council, Board of Directors Meeting	Washington, D.C.
June 27-30, 1996	National Association of Public Hospitals	15th Annual Conference	Keystone Resort, Colorado
August, 1996	National Hospice Organization	2nd Nat. Conference on Clinical Hospice Care/Palliative Medicine	TBA
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November 15-16, 1996	National Association of Public Hospitals	15th Annual Fall Conference	Arlington, Virginia

July 13, 1995

MEMORANDUM TO ERSKINE BOWLES

FROM: Gene Sperling
Chris Jennings
Jennifer Klein

SUBJECT: Potential Short-Term Presidential Health Care Events and Messages

The NEC/DPC health care working group continues to coordinate Medicare, Medicaid and health care reform activities in the overall budget debate. The working group includes representatives from Legislative Affairs, Intergovernmental Affairs, Public Liaison, Cabinet Affairs and Communications within the White House as well as the Departments of Health and Human Services, Labor and Treasury.

We have been working on a three part strategy. First, to respond to attacks about the use of the Administration baseline instead of the Congressional Budget Office baseline, we began by generating support for our numbers from outside economic experts. Second, going forward we will need to draw clear distinctions between our proposal and the Republican proposal by emphasizing: (1) the magnitude of the Republican Medicare and Medicaid cuts; (2) that our proposal includes no new costs for Medicare beneficiaries; and (3) that our Medicaid proposal protects coverage while the Republican block grant proposal would mean dramatic cuts in coverage. Third, we will promote the health care reform package that we included in our budget. We have attached materials that have been distributed on the hill, to supportive groups and to the press.

In this memo, we outline message ideas and possible events for the next several weeks. Major upcoming events include the 30th anniversary of the enactment of Medicare and Medicaid and the National Governors' Association meeting. In addition to the specific events listed below, we could schedule exclusive press interviews, conference calls with Governors, meetings with seniors on the importance of these programs and the impact of the proposed cuts, large briefings for health care groups with POTUS drop-by, tarmac greetings in targeted districts, and small private meetings with, for example, the presidents of academic health centers or large public hospitals.

Week of July 10

Message: The Clinton Administration is working to improve and reform Medicare and Medicaid while the Republicans are destroying these programs.

Administration Activity

Events: Tuesday, July 11 -- "Reinventing Health Care Regulation" Event with the Vice President, the First Lady and Secretary Shalala highlighting regulatory changes that will make the programs more efficient and less burdensome on health care providers.

- Advocacy Groups: Budget briefing for health care provider advocacy groups. Private meeting with the First Lady and Secretary Shalala for heads of national groups on proposed regulatory changes and budget strategy.
- Media: Press briefing following event at HHS. Regional press with doctors and other health professionals. Distributed latest charts, state by state breakouts and talking points on impact of Republican cuts and description of our proposals.
- Hill: Briefings on proposed regulatory reforms.

Work being done: Analysis of impact of voucher proposals being completed (e.g., charts demonstrating how much more seniors will pay to keep what they have today); planning possible Medicare/Medicaid anniversary event; coordinating with Democratic governors' staffs to develop alternative Medicaid proposals that are consistent with the President's budget proposal.

Congressional Activity

Meetings: Working meeting with "Ways and Means Group" (a group of Democrats looking at the impact of Republican Medicare cuts and Democratic strategy).

Hearings: Medicaid hearing at House Commerce Committee (Administration testimony on importance of protecting coverage); Medicare Managed Care hearing at House Commerce Committee (Administration testimony on preserving choice for Medicare beneficiaries contrasted with voucher proposals that would force beneficiaries into managed care).

Week of July 17

Message: Republican voucher proposals mean financial coercion for Medicare beneficiaries. Our budget proposal gives people on Medicare more choice.

Events: Several hearings will be held next week on Medicare. The House Commerce Committee is holding a hearing on "Restructuring Medicare" and the House Ways and Means Committee is holding one on Medicare in the President's budget. We can use both of these to deliver our message that under Republican voucher proposals elderly Americans will pay more to keep what they have today or will be forced into managed care.

We can coordinate with senior and health care advocacy groups that oppose vouchers to hold public events on the hill during these hearings. We can also attempt to get health care economists and other experts to write op eds opposing vouchers.

Week of July 24

Message: On the 30th anniversary of Medicare, we are committed to preserving and improving it. Republican cuts threaten the program.

Events: The focus of this week should be the 30th anniversary of Medicare. The President could participate in the event being planned by Gephardt in Independence on Sunday, July 30 (the date of the signing) either in person or by satellite hook-up from Washington.

If that is not possible, the President could participate in the July 25 event being held by Congressional Democrats and NCSC. In addition, the President could deliver his July 30 radio address to an audience of seniors and could talk about the importance of both Medicare and Medicaid for elderly Americans and draw sharp contrasts between Republican cuts and our proposal.

We can also use the Democratic Mayors Event (July 26), the NACO Conference (July 21-25) or the NCSL Conference (July 23-28) to deliver our message.

In any case, we could involve the Cabinet, develop a press strategy, and coordinate with advocacy groups, many of whom are planning events to commemorate the anniversary.

Week of July 31

Message: The Republican Medicare and Medicaid cuts will have a devastating impact on states.

Events: The President can use his speech to the National Governors Association Conference to talk about the impact of these cuts on states. At the same time, we could do regional media on state-by-state breakout of impacts, ed board calls, conference calls or town hall type meetings with beneficiaries who depend on these programs. We could send members of the Cabinet to targeted districts during this week to focus attention on the impact of these cuts "back home."

ACTION PLAN FOR WEEK OF JULY 17

Message: Republican voucher proposals mean financial coercion for Medicare beneficiaries. Our budget proposal gives people on Medicare more choice.

- **Legislative.** Several hearings will be held next week on Medicare, including a hearing on "Restructuring Medicare." At the hearing on Thursday, July 20, Bruce Vladeck hits hard on our message that under Republican voucher proposals elderly Americans will pay more to keep what they have today or will be forced into managed care.
- **Communications**
 - **Press.** Melissa Skofield gets press charged up for the Administration's first attack on Republican voucher proposals.

After the hearing, Secretary Shalala, Laura Tyson, Alice Rivlin and Bruce Vladeck do a press conference or tong with health care reporters to amplify the message.

We try to get outside economists to write op eds opposing Republican voucher proposals.
 - **Exclusive Interview.** Judy Kean at USA Today has been working on a Medicare article. We give her an interview with POTUS.
- **Advocacy Groups.** We coordinate with groups and with Democrats on the hill to hit hard on choice v. coercion. Democrats on the hill host an event with groups for Thursday's hearing.

AARP is holding a conference on the "Future of Medicare." Judy Feder debates Stuart Butler of the Heritage Foundation on vouchers.
- **Policy Team.** The policy team has been charged with providing ammunition for next week's hit.
- **Cabinet.** We distribute the materials that we prepare to all Cabinet members. Secretary Shalala will be the primary Cabinet member used next week.

ACTION PLAN FOR WEEK OF JULY 24

Message: On the 30th anniversary of Medicare, we are committed to preserving and improving it. Republican cuts threaten the program.

- **POTUS**
 - Pat Griffin working with Democratic leaders on joint event for Democrats and POTUS for July 25.
 - POTUS does July 30 radio address to audience of seniors.
- **Legislative.** We work with Communications and Legislative Affairs to develop a unified message with Democrats on the hill.
- **Communications.** We work with Communications at White House and in Departments to get attention for July 25 event and radio address and regional press for release of state data (see below).
- **Advocacy Groups.** We coordinate with advocacy groups for a week long series of events. (AARP and others have events planned. We send Cabinet and other administration representatives.)
- **Policy Team.** Policy team charged with preparing updated charts and talking points on state-by-state impact of Republican Medicare and Medicaid cuts.
- **Intergovernmental.** We release data on state-by-state impact of Republican Medicare and Medicaid cuts in anticipation of National Governors Association Conference (July 30 - August 1) and NCSL Conference (July 23-28).
- **Cabinet.** We send Cabinet to advocacy group events. We get Cabinet out in targeted districts to talk about state impacts.

Comparison of Different Approaches to Medicaid Savings: Seven-Year Estimates

	Republican Block Grant		MCPI Per Capita Cap		FMAP Reduction		Block Grant	
	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss
US	183,382	19.2%	73,779	7.7%	73,779	7.7%	73,779	7.7%
Alabama	2,232	16.1%	770	5.6%	858	6.2%	827	6.0%
Alaska	441	22.1%	171	8.6%	178	8.9%	209	10.4%
Arizona	2,672	20.7%	1,267	9.8%	868	6.7%	1,157	9.0%
Arkansas	2,444	22.1%	710	6.4%	660	6.0%	1,166	10.5%
California	20,099	21.0%	9,895	10.3%	8,485	8.9%	9,259	9.7%
Colorado	1,705	20.9%	571	7.0%	665	8.1%	758	9.3%
Connecticut	1,770	13.6%	311	2.4%	1,152	8.9%	278	2.1%
Delaware	331	19.1%	90	5.2%	153	8.9%	124	7.2%
District of Columbia	863	19.1%	563	12.5%	400	8.9%	323	7.2%
Florida	9,691	23.8%	3,010	7.4%	3,282	8.1%	5,098	12.5%
Georgia	6,093	23.4%	2,089	8.0%	1,861	7.1%	3,139	12.0%
Hawaii	572	20.9%	229	8.4%	242	8.9%	252	9.2%
Idaho	542	18.5%	109	3.7%	183	6.2%	188	6.4%
Illinois	6,120	18.4%	3,512	10.6%	2,949	8.9%	2,105	6.3%
Indiana	4,269	18.5%	2,383	10.3%	1,621	7.0%	1,482	6.4%
Iowa	1,235	15.8%	383	4.9%	552	7.1%	262	3.4%
Kansas	842	14.1%	309	5.2%	454	7.6%	196	3.3%
Kentucky	3,828	20.9%	1,751	9.5%	1,135	6.2%	1,678	9.1%
Louisiana	6,646	19.6%	2,723	8.0%	2,045	6.0%	3,529	10.4%
Maine	844	14.1%	215	3.6%	430	7.2%	179	3.0%
Maryland	2,702	20.0%	1,181	8.8%	1,196	8.9%	1,107	8.2%
Massachusetts	4,457	17.5%	1,663	6.5%	2,263	8.9%	1,369	5.4%
Michigan	6,230	19.4%	4,057	12.6%	2,554	7.9%	2,398	7.5%
Minnesota	2,134	14.6%	755	5.1%	1,184	8.1%	280	1.9%
Mississippi	2,535	20.1%	1,111	8.8%	709	5.6%	1,009	8.0%
Missouri	1,941	13.1%	611	4.1%	1,084	7.4%	466	3.1%
Montana	766	22.5%	223	6.5%	213	6.3%	374	11.0%
Nebraska	728	16.4%	219	4.9%	322	7.2%	178	4.0%
Nevada	586	20.2%	209	7.2%	246	8.5%	267	9.2%
New Hampshire	370	9.9%	70	1.9%	331	8.9%	71	1.9%
New Jersey	4,607	16.4%	1,436	5.1%	2,487	8.9%	1,703	6.1%
New Mexico	1,352	22.3%	445	7.3%	364	6.0%	654	10.8%
New York	20,057	16.8%	8,382	7.0%	10,602	8.9%	5,352	4.5%
North Carolina	6,936	23.9%	1,484	5.1%	1,952	6.7%	3,648	12.6%
North Dakota	382	15.4%	69	2.8%	153	6.1%	70	2.8%
Ohio	7,088	17.5%	4,025	9.9%	2,987	7.4%	2,130	5.2%
Oklahoma	2,250	20.3%	593	5.4%	705	6.4%	944	8.5%
Oregon	1,838	20.7%	435	4.9%	631	7.1%	795	8.9%
Pennsylvania	6,489	16.9%	2,536	6.6%	3,073	8.0%	1,765	4.6%
Rhode Island	897	16.4%	262	4.8%	452	8.3%	207	3.8%
South Carolina	2,804	18.4%	483	3.2%	949	6.2%	1,287	8.4%
South Dakota	396	16.6%	107	4.5%	150	6.3%	102	4.3%
Tennessee	5,453	22.2%	2,787	11.3%	1,613	6.6%	2,683	10.9%
Texas	12,760	20.9%	4,216	6.9%	4,210	6.9%	6,531	10.7%
Utah	1,035	20.2%	233	4.5%	302	5.9%	429	8.4%
Vermont	318	16.0%	107	5.4%	147	7.4%	71	3.6%
Virginia	2,844	21.8%	703	5.4%	1,155	8.9%	1,337	10.3%
Washington	3,719	20.4%	1,612	8.9%	1,467	8.1%	1,575	8.7%
West Virginia	3,321	24.2%	1,146	8.4%	798	5.6%	1,781	13.0%
Wisconsin	2,903	17.6%	1,492	9.1%	1,210	7.3%	893	5.4%
Wyoming	245	19.3%	65	5.1%	84	6.6%	93	7.4%

SOURCE: The Urban Institute. The Republican Block grant constrains total expenditure growth to 7.2% in 1996, 6.8% in 1997, and 4% in subsequent years.

The Per Capita Cap allows recipient growth but constrains per capita cost growth to the medical component of the CPI.

The FMAP reduction was derived in order to get the same 7-year savings as the per capita cap: it is a flat 4.4% reduction for all states.

The Block Grant was designed to get the same 7-year savings as the per capita cap; the rates are: 9.5% in 1996, 8.5% in 1997, and 7.5% in subsequent years.

These estimates are based on the Urban Institute's projected Medicaid expenditures, NOT the CBO's. Thus, these estimates are not consistent with CBO scoring.

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Comparison of Different Approaches to Medicaid Savings: 2002 Estimates

	Republican Block Grant		MCPI Per Capita Cap		FMAP Reduction		Block Grant	
	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss	Dollar Loss	Percent Loss
US	53,676	30.3%	21,363	12.1%	13,679	7.7%	22,491	12.7%
Alabama	660	26.5%	230	9.2%	154	6.2%	262	10.6%
Alaska	123	32.9%	48	12.8%	33	8.9%	58	15.5%
Arizona	792	32.5%	369	15.1%	164	6.7%	364	14.9%
Arkansas	696	33.4%	219	10.5%	124	6.0%	335	16.1%
California	5,926	33.0%	2,850	15.9%	1,593	8.9%	2,761	15.4%
Colorado	483	31.8%	171	11.2%	124	8.1%	216	14.2%
Connecticut	568	24.2%	124	5.3%	208	8.9%	127	5.4%
Delaware	98	30.5%	30	9.2%	29	8.9%	40	12.4%
District of Columbia	259	30.7%	151	17.9%	75	8.9%	107	12.6%
Florida	2,704	35.2%	933	12.1%	620	8.1%	1,405	18.3%
Georgia	1,692	34.5%	622	12.7%	350	7.1%	857	17.5%
Hawaii	161	31.7%	62	12.2%	45	8.9%	71	13.9%
Idaho	160	29.4%	36	6.6%	34	6.2%	60	11.1%
Illinois	1,647	29.8%	939	15.1%	551	8.9%	712	11.5%
Indiana	1,290	29.9%	632	14.6%	303	7.0%	502	11.6%
Iowa	384	26.6%	117	8.1%	102	7.1%	109	7.5%
Kansas	270	25.0%	99	9.2%	82	7.6%	87	8.1%
Kentucky	1,121	32.4%	505	14.6%	214	6.2%	513	14.8%
Louisiana	1,864	30.3%	779	12.7%	370	6.0%	982	16.0%
Maine	276	25.3%	84	7.7%	78	7.2%	82	7.5%
Maryland	800	31.6%	340	13.4%	225	8.9%	349	13.8%
Massachusetts	1,332	28.2%	490	10.4%	418	8.9%	460	9.8%
Michigan	1,830	30.5%	1,052	17.6%	476	7.9%	741	12.4%
Minnesota	687	25.4%	233	8.6%	218	8.1%	162	6.0%
Mississippi	718	30.6%	303	12.9%	131	5.6%	295	12.6%
Missouri	600	22.8%	186	7.1%	193	7.4%	183	7.0%
Montana	211	33.2%	62	9.8%	40	6.3%	100	15.8%
Nebraska	224	27.3%	66	8.1%	59	7.2%	68	8.3%
Nevada	173	32.1%	65	12.1%	46	8.5%	78	14.5%
New Hampshire	115	18.2%	25	4.0%	56	8.9%	31	4.8%
New Jersey	1,402	27.5%	480	9.4%	452	8.9%	581	11.4%
New Mexico	389	33.9%	147	12.8%	69	6.0%	192	16.7%
New York	6,063	27.5%	2,440	11.1%	1,954	8.9%	1,886	8.6%
North Carolina	1,858	34.4%	441	8.2%	364	6.7%	939	17.4%
North Dakota	118	25.8%	23	5.1%	28	6.1%	30	6.5%
Ohio	2,124	28.3%	1,043	13.9%	553	7.4%	722	9.6%
Oklahoma	642	31.2%	188	9.1%	131	6.4%	273	13.2%
Oregon	516	31.3%	132	8.0%	117	7.1%	221	13.4%
Pennsylvania	1,971	27.8%	731	10.3%	568	8.0%	628	8.8%
Rhode Island	269	26.8%	86	8.6%	83	8.3%	78	7.8%
South Carolina	795	28.8%	181	6.6%	172	6.2%	366	13.3%
South Dakota	123	27.8%	35	7.9%	28	6.3%	40	9.0%
Tennessee	1,520	33.1%	726	15.8%	301	6.6%	728	15.9%
Texas	3,699	32.6%	1,348	11.9%	782	6.9%	1,886	16.6%
Utah	302	31.5%	80	8.4%	57	5.9%	131	13.7%
Vermont	99	27.0%	33	9.1%	27	7.4%	29	8.0%
Virginia	798	32.8%	225	9.3%	216	8.9%	372	15.3%
Washington	1,053	31.1%	438	13.0%	273	8.1%	447	13.2%
West Virginia	919	35.5%	342	13.2%	151	5.8%	483	18.7%
Wisconsin	883	28.8%	400	13.1%	225	7.3%	315	10.3%
Wyoming	72	30.3%	21	8.7%	16	6.6%	29	12.1%

SOURCE: The Urban Institute. The Republican Block grant constrains total expenditure growth to 7.2% in 1996, 6.8% in 1997, and 4% in subsequent years.

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THE WHITE HOUSE
WASHINGTON

BUDGET WORKING GROUP

Mtg 1-a
July 14, 1995

Agenda

I. Introduction

II. Strategy Overview

III. Schedule

IV. Reports: Education Team

Health Team

V. Assignments

Press - Mary Ellen
LEG. - Susan Brophy
Calendar - Jason Goldberg
New direction - Erskine

Working Groups

- Education - Jeremy
- HCL - CJ
- Taxes - Michael
- Welfare - Bruce
- Envir.
- Technology

Activity report - Public Liaison - Marilyn

Cabinet - Kitty

Enter - Emily

Pol - Karen

DNC rep.

Commun - Michael Waldman
w/ Julia Moffet

Surrogates

Pres. Events - Rahm

VP - Greg

Reg. - Lorrie

Barry TOIV - TP

Quick Response

Joe, Larry, Jack

Alan, CEA, NEL

TOIV

BUDGET WORKING GROUP

Issues and Decisions

July 14, 1995

1. Decide how to handle communications and definition of this budget working group
2. Plan for Sunday Shows
3. Bradley Tax proposal
4. Kennedy-Kassenbaum Health Proposal
5. Monday Overall Message/Event Meeting for July 24 Week

July 19: Wednesday: Affirmative Action

July 20: Thursday: (Hearings) Medicare Vouchers -- all-out day

POTUS Satt. to NSCL

REICH @ NCSL (Milwaukee)

FL State Day @ WH

July 21: Friday: Education: (Committee) state-by-state
● Timing: State legislators?

POTUS Girls Nation @ WH

July 24: Monday: Sell-out safety and environment: Meat Inspection
● Breadth of theme
● Event

POTUS Boys Nation @ WH

July 25 Tuesday: Medicare Anniversary
● Congressional Sign-off

July 26, Wednesday: Empowerment Zone: new urban report vs. cuts
● Release New Urban report

July 27: Thursday: Korea
● Possible smaller budget story

July 28:	Friday:	AFT Quest Education ● Overall Coordination
July 29:	Saturday:	Taped Address for Medicare 30th Anniversary ● Picture for Sunday: Who invited?
July 30:	Sunday:	30th Anniversary ● Anything to amplify
July 31:	Monday:	NGA: Medicaid and overall budget ● Issue Focus -- how much on Medicaid?
August 1:	Tuesday:	Open
August 2:	Wednesday:	Possible Press Conference

Commemoration of the Older American Act

Today I am pleased to mark the 30th anniversary of the Older Americans Act, an Act which has allowed millions of elderly Americans to live with dignity, safety and independence.

When President Johnson signed this bill into law 30 years ago, he characterized the best intentions of a Nation when he said:

"The Older Americans Act clearly affirms our Nation's sense of responsibility toward the well-being of all of our older citizens. But even more, the results of this act will help us to expand our opportunities for enriching the lives of all of our citizens in this country, now and in the years to come."

Indeed, we should be proud of our Nation's compact with older Americans that is embodied in the Older Americans Act. This compact has included community-based services such as Meals on Wheels, transportation, housing, and efforts to prevent abuse of the elderly. As the Congress considers reauthorization of the Older American Act this year, my Administration is committed to keeping the Act whole and preserving the core principles which have guided its success -- grass roots support, citizen input and bottom-up planning and coordination of services. Programs like the Title V Senior Employment Program, and the senior volunteer programs have been instrumental in helping us all benefit from the accumulated experience and judgement of older Americans and I will fight to keep these programs strong.

While we commemorate an important anniversary today, every American should be proud that we have completely altered the way our people live their lives as they grow older, providing new hope for an entire lifetime of purpose and dignity. But we must remember that with this kind of opportunity in a democracy goes continued responsibility. Our job today is to preserve this progress not only for our current seniors in their lifetimes, but for all generations of American to come.

#

ACTION PLAN FOR WEEK OF JULY 17

Message: Republican voucher proposals mean financial coercion for Medicare beneficiaries. Our budget proposal gives people on Medicare more choice.

- **Legislative.** Several hearings will be held next week on Medicare, including a hearing on "Restructuring Medicare." At the hearing on Thursday, July 20, Bruce Vladeck hits hard on our message that under Republican voucher proposals elderly Americans will pay more to keep what they have today or will be forced into managed care.
- **Communications**
 - **Press.** Melissa Skofield gets press charged up for the Administration's first attack on Republican voucher proposals.

After the hearing, Secretary Shalala, Laura Tyson, Alice Rivlin and Bruce Vladeck do a press conference or tong with health care reporters to amplify the message.

We try to get outside economists to write op eds opposing Republican voucher proposals.
 - **Exclusive Interview.** Judy Kean at USA Today has been working on a Medicare article. We give her an interview with POTUS.
- **Advocacy Groups.** We coordinate with groups and with Democrats on the hill to hit hard on choice v. coercion. Democrats on the hill host an event with groups for Thursday's hearing.

AARP is holding a conference on the "Future of Medicare." Judy Feder debates Stuart Butler of the Heritage Foundation on vouchers.
- **Policy Team.** The policy team has been charged with providing ammunition for next week's hit.
- **Cabinet.** We distribute the materials that we prepare to all Cabinet members. Secretary Shalala will be the primary Cabinet member used next week.

ACTION PLAN FOR WEEK OF JULY 24

Message: On the 30th anniversary of Medicare, we are committed to preserving and improving it. Republican cuts threaten the program.

- **POTUS**
 - Pat Griffin working with Democratic leaders on joint event for Democrats and POTUS for July 25.
 - POTUS does July 30 radio address to audience of seniors.
- **Legislative.** We work with Communications and Legislative Affairs to develop a unified message with Democrats on the hill.
- **Communications.** We work with Communications at White House and in Departments to get attention for July 25 event and radio address and regional press for release of state data (see below).
- **Advocacy Groups.** We coordinate with advocacy groups for a week long series of events. (AARP and others have events planned. We send Cabinet and other administration representatives.)
- **Policy Team.** Policy team charged with preparing updated charts and talking points on state-by-state impact of Republican Medicare and Medicaid cuts.
- **Intergovernmental.** We release data on state-by-state impact of Republican Medicare and Medicaid cuts in anticipation of National Governors Association Conference (July 30 - August 1) and NCSL Conference (July 23-28).
- **Cabinet.** We send Cabinet to advocacy group events. We get Cabinet out in targeted districts to talk about state impacts.

July 11, 1995

MEMORANDUM FOR THE PRESIDENT

THROUGH: Leon Panetta

FROM: Erskine Bowles and Laura Tyson

SUBJECT: Process and Assignments for White House Working Group to Promote the Clinton Budget

The following memo lays out a proposal for the processes and staffing that we will need to set up a "floating war room" to develop and implement a strong attempt to convince the Congress and the American public that we have the best budget for helping working families prosper.

I. OVERALL OBJECTIVES

A. BASIC MESSAGE: The President's budget promotes his economic goals of creating growth, increasing opportunity and raising living standards, and empowering working families to win as a result of economic change. The budget that the President believes best promotes those goals is one that 1) increases national savings while protecting the economic expansion by moving toward fiscal balance in ten years, 2) invests more in key education and training programs; 3) addresses health care in a way that is fair to seniors while moving toward serious health reform, and 4) ensures that our tax system goes further to reward work for working families, instead of asking working families to sacrifice education and Medicare to pay for tax cuts for the most well-off.

B. GENERAL STRATEGY--TAKING OUR CASE TO THE PEOPLE: As the Republicans are in solid control of the Congress, if they go forward with a budget that defies our principles, our only hope for promoting the President's economic growth strategy is to take our case to the American people. *By taking our case to the American people, we will seek to ensure that we prevail if there is an ultimate show-down, or that if there is a early negotiation, it reflects our strength and their movement toward our priorities.*

C. STRATEGIC GOALS: To succeed in taking our case to the American people, so that the American people will take their case to the Republican Congress, we need to demonstrate the following:

- **Make clear we have a balanced budget plan that is the best one for working families.** Only we can make clear that we have a balanced budget plan that is pro-working families. Most others will only start by being against the Republican plan. We are in the strongest of positions: we have a balanced budget plan that shows that we can afford our priorities.

- **Increase leverage for our priorities:** Because the public supports a balanced budget plan that protects Medicare, education and has targeted tax cuts, when we take our case to the people, we will weaken their resolve to stay with an extreme budget, and we will strengthen the President's leverage to get a budget that promotes our priorities.
- **Show we have taken the bold steps toward cooperation, while they have chosen a different path:** Some may say that we are being as stubborn as they are. But we can easily make the case that we took a major step toward providing a framework for bipartisan cooperation through our 10-year balanced budget plan -- and took political heat for it. When we frame the debate this way, it makes clear that they are the ones that have chosen extremism over trying to work together on a reasonable framework.
- **Demonstrate strong commitment to our plan and our priorities:** Republicans want to say that our plan was just a political document with a one-week shelf life. Only by our energy and our action can we show they are wrong. The depth of our plan will show our conviction and show that we will fight for our priorities.
- **Show the clear pain, problems and wrong priorities of their budget:** We must continue to show the human pain of their plan in ways that people can comprehend, citing the number of people hurt, anecdotes that bring cuts to life, the specific places where projects will be cut, state-by-state and district-by-district analyses, etc.
- **Promote the specific positive proposals of our budget:** We must not forget to show the positive aspects of our proposals. We have exciting new proposals for working Americans, and we must sell them with energy and conviction. We must explain to people our new health care initiatives -- and not just show how painful their Medicare cuts are. The same is true for GI Bill of Rights for Workers, national service, education deduction etc.
- **Make clear that we want open, civil debate; they want to use the threat of trainwreck crisis to push through policies that would be a working families crisis:** If we only say that a trainwreck is bad, then we may unintentionally help build pressure for us to accept a bad budget that they pass. We must make clear that using a debt limit crisis to create a crisis of priorities is not acceptable and a budget that tries to do that should be vetoed.
- **Validate the credibility and support for our plan:** While we must draw clear lines, we must ensure that people see that our plan is real, politically viable, and credible.

D. THREE PART FRAMEWORK FOR ISSUES:

1) Main Distinctions: We must ensure that Americans understand that we have a *clear alternative that is better for the economy and more closely aligned with the interests of working families*. This requires a disciplined focus on the basic message: 1) education and training; 2) Medicare fairness, first steps to health care; 3) tax fairness; 4) economic expansion and the need for a 10-year plan;

2) Other Priorities: While we must make clear that there is a main emphasis on the above top priorities, we must take advantage of other priorities that we care about promoting and that can weaken the overall Republican alternative. Key issues that we must also play up include:

- **The environment and consumer safety:** Here, the gutting of environmental and health protections as part of a complete sellout to special interests should be a major focus.

- **Technology:** We need to stress the business support and growth policies behind our technology priorities.

3) Body Blow Strategy: Without diluting our main message, we must also facilitate--and certainly not discourage--reasonable efforts that weaken support for their overall approach. There are many issues that are outside our defining message yet are of critical importance to millions of Americans, who will be hurt more than is necessary because of their seven-year path and large tax cut for the well-off. Key parts of the body blow strategy could include: agriculture, veterans, homelessness, AIDS. Every critique in these will be another body blow that will move the public toward our reasonable 10 year plan.

II. WHITE HOUSE BUDGET/ECONOMIC PLAN WORKING GROUP STRUCTURE: INTERNAL PROCESS AND STAFFING

A. WHITE HOUSE WORKING GROUP STRUCTURE: At some point, we may need to have a separate room as there was in health care and the 1993 budget. Until that time, the only way to have a strong and orchestrated campaign for our budget is with the following two things:

1) Management and Staffing: We will need clear assignments of people who will run the day-by-day process and clear assignments as to who from each division in the White House will be responsible for the budget. While this may not need to be a full-time assignment, it should be each person's main assignment.

2) Planning Process: Strategy with Long-term Planning and Quick Response:

We must meet regularly to ensure that strategies are developed, coordinated, and executed. We need a budget calendar and budget process that allows us to make strategic short- and long-term plans and achieve some coordination. *Yet we must also have a process that allows us to make quick and even instant decisions. Entering a conflict that puts us on the side of our priorities within a given news cycle will often break through even more than a perfectly planned event.*

3) Combined Internal and External Calendar: It is extremely important that we maintain a comprehensive and up-to-date calendar of budget-related events.

Externally, we need to know what is happening in Congress, from Committee meetings to votes to recesses. Internally, we must have a unified calendar so that we know what everyone is doing on budget related events. Our goal is to ensure that we *have major message events on our defining issues every week at the right times, and that we can make rational decisions about when to do what and where.* A second crucial goal is to ensure general coordination throughout the Administration.

Erskine must have someone who monitors an overall calendar for him, and everyone around the White House must feed into the calendar in a disciplined way.

4) Presidential and Vice Presidential Involvement: While these planning efforts are essential, no part of our plan can work unless there is a strong sense that the President is personally promoting his plan, and drawing the four main distinctions (10 years, education, health care, tax fairness). We must therefore ensure that the budget strategy is linked tightly to Presidential and Vice Presidential scheduling and that where we do have Presidential events, we can build all of the other elements around that strategy.

B. IMPLEMENTATION/MANAGEMENT MEETINGS:

Erskine Weekly Planning Meeting and Twice-a-Week Check-In: Erskine would call all of the representatives from the different divisions together two or three times a week, with one meeting for longterm planning. One key goal of these meetings must be to prioritize communications strategy so that Mark Gearan, Lorrie McHugh and others know where they should be directing their efforts.

Daily Management Check-In: Decisions are made and key discussions take place at the 7:30 a.m. meeting and at Leon's evening meeting. Gene and Erskine should try to have at least two check-in meetings a day, with Gene providing a clear list of decisions that have to be made or considered for the next day. When possible George, Laura, John Angell, Jack Quinn, Alice or Jack Lew, Carol Rasco and the designee from the DNC could also be part of check-in meetings.

Daily Check-in with OMB/COS/VPOTUS/Treasury: To ensure that the campaign is coordinated closely with OMB, Gene would keep contact with **Jack Lew** and **John Angell** and **Jack Quinn** and **Mike Barr** at all times to ensure coordination and that Leon, Alice and Laura are up on what is happening each day.

Erskine-Leon--VPOTUS-POTUS: Ultimately, the whole process will only work if there is a regular process for getting information to Leon and the Vice President and President, getting approval, and proceeding.

C. STRATEGY AND POLICY MEETINGS:

NEC Budget/Leon Strategy Meetings: We should reinstate the twice weekly strategy meetings hosted by Laura, particularly to ensure an appropriations strategy that is fully coordinated with the Cabinet. Alice, would of course, have the lead on budget issues, and Rubin on tax issues, Carol Rasco on domestic issues, but we would have meetings so that strategy decisions could be thought through and discussed by the COS, economic team and political advisors.

Continuation of Budget Working Group: Gene has coordinated a budget working group that has included most of the best budget people in the Administration, including Jack Lew, Martha Foley, Joe Minarik, John Angell, Barry Toiv, Larry Haas, Alan Cohen, Glenn Rosselli, Eric Toder, Chris Jennings, Barbara Chow, Paul Weinstein etc. Gene would continue to hold these "working group" level meetings, but we would integrate them more with the principal level budget strategy meetings.

Rivlin Appropriations Coordination Meeting: Alice has begun chairing meeting with relevant cabinet members by appropriations sub-committee so that we can coordinate strategy and ensure that we are working as one team. These meeting would continue and feed into the overall Principals Budget Strategy process.

POTUS Strategy Meetings: Not having a forum to flesh out larger strategic issues with the President will paralyze us below. We need to have some ability for such issues to be discussed at NEC-type meetings with the President for his sign off.

D. OVERALL COORDINATION AND MANAGEMENT:

Erskine Bowles as CEO Reporting the Chief of Staff: Erskine would serve as the CEO on the working group, ensuring that everyone -- internally and externally -- knew the importance of the project. He would be the person responsible for reporting to and getting decisions from Leon Panetta and the President.

NEC Process/Laura Tyson Coordinating Budget Strategy: The campaign would concern itself with implementation. Policy decisions and strategy would still have to come from Leon Panetta, Alice Rivlin, Carol Rasco and the main NEC principals -- Rubin, Tyson, Stiglitz -- along with Stephanopoulos. Clearly, Alice and OMB would continue to play its usual role in leading the budget process. Yet, for a campaign to work, Laura would have to develop a "fast decision" mechanism in which Leon, Alice, George and the economic principals -- and other relevant White House staffers -- would be able to communicate so that decisions could be made as to how to respond to incidents or comments or strategic choices that could happen at any time.

Gene Sperling as Working Group Coordinator: Gene would work to implement the strategy and policy decisions made by Leon, Alice Rivlin and the NEC principals and senior policy advisors. His job would be to ensure that there were detailed long-run and short-run strategies to be presented for approval to higher ups, and to be in charge of ensuring that the short-term plans, long-range planning and quick response were carried out. Where a decision needs to be made on strategy or policy, he would be responsible for bringing it to the attention of Leon, Erskine, Alice, Laura, George and the NEC so the decision could be made.

Deputy Coordinator: Someone would serve as a deputy coordinator, working with Gene to plan and to ensure that assignments were carried out and that nothing was falling through the cracks. While Gene would focus much of his attention on the substantive responses, quick responses and issues were being taken care of, this person would particularly watch over all political outreach -- from cabinet affairs, to public liaison, intergovernmental and political.

Possibilities: David Lane, NEC

Additional Younger Person: In addition to a deputy, there should be a single young person who also focused on overall management. **Possibilities:** Jason Goldberg, Julia Moffett, Michael Warren of the Labor Department.

E. DIVISIONS: As with other such efforts, it is important that there be people who are responsible for particular areas. While at some point, we may need these people to devote full time to their assignments, for now it may be enough for it simply to be considered their main assignment.

1. COMMUNICATIONS: There should be someone who watches over the entire communications arena -- who goes out to the shows, ensuring that things like the 19 Governors who supported us gets ample play, and so on. In addition to George, we need to closely integrate Don Baer so that speechwriting is completely involved with message development. We also need to include people like Bruce Reed, Rahm and others who can be very helpful in developing message opportunities. **Recommendation.** Michael Waldman.

2. SURROGATES: While each department will have to do surrogates for its area, one person should be responsible for ensuring that there is a proper surrogate strategy and the right types of talking points. Recommendation: Elgie Holstein, NEC

3. LEGISLATIVE: Pat needs to appoint one of his major people to be fully engaged on the budget and ensure that we are doing all we can to keep Democrats supportive. Recommendation: Susan Brophy with Barbara Chow backing her up.

4. CABINET AFFAIRS: Particularly for areas outside of health, education and training, we need someone to work with the other departments to ensure that we have coordination and that information is getting out to them in a timely manner. Recommendation: Steve Silverman Cabinet Affairs/ Leslie Thornton, Dep. COS at Education is a possibility for a detail.

5. PRESIDENTIAL EVENTS: Once we have decided to do a Presidential event, it might be good to have someone to ensure that those events are carried out and conceived in a way that ensures we make news with our message. Recommendation: Rahm (allow for his involvement while not pulling away from other activities)

6. VICE-PRESIDENTIAL INVOLVEMENT: It is important that Jack Quinn be as involved as much as possible so that we both have as much of the Vice President's time as possible and that we have his input and Jack's as we are developing message and strategy. Yet, again, it would be worthwhile for the VPOTUS office have someone else designated as their budget person: Recommendation: Lorraine or Greg or whoever they feel is best.

7. REGIONAL COMMUNICATIONS: This is critical, and we simply need to ensure that Lorrie McHugh has ample support.

8. TALKING POINTS AND TALKING POINTS SIGN-OFF: It is critical that we are able not only to get responses written, but to have them signed off on in a timely fashion that allows us to get in the news with our message and to ensure that we are all on the same line. While this will often be done by Gene or Larry Haas, it might be good to have someone responsible for coordination and sign-off. Recommendation: Barry Toiv.

9. PRESS: Mike needs to appoint either one his deputies to focus on this and get absorbed in the issues. Recommendation: Mary Ellen or Ginny.

10. QUICK RESPONSE: We must have a quick response team with people who have the time and ability to help come up with quick responses. Gene can watch over this, but there must be a good team. Recommended for team: One or two designated OMB people in addition to Minarik, Haas and Lew; Alan Cohen, Treasury, Mark Mazur, NEC/CEA, Robert Gordon NEC, Barry Toiv, COS.

**** DEMOCRATIC NATIONAL COMMITTEE.** In addition to all these people within the White House, we will want someone with an understanding of message and budget from the Democratic National Committee to be designated as a liaison with the White House. This person would attend the daily meeting at the White House outlined below and feed information back to Dodd and Fowler. Leon, Harold and Erskine might have a regular conversation with Dodd and Fowler on coordinating higher level priorities.

F. INTEGRATED ISSUES GROUPS: Our top priority is to get our message out on the major differences between the President's budget and the Republicans' on: 1) health care and Medicare; 2) education and training; 3) tax fairness versus tax giveaways; 4) a solid 10-year plan that is good for the economy vs. an arbitrary seven year plans that forces arbitrary cuts that are bad for longterm growth. In addition, we will want to get our message out in other key areas like the environment and consumer safety. While each outreach arm of the White House should have its own plan, on the defining issues we need to have an integrated strategy where all arms of the White House are working together to come up with an integrated plan. These groups would make sure that all relevant arms are involved in the relevant strategy.

Feed Into Overall Meetings: Gene would work closely with each of these issues groups and then ensure that they are feeding into the Erskine meetings. As a result, we could make decisions as to when education versus health care or tax fairness should be on the calendar or given center stage.

Additional Point Person: In addition to Gene, there should be a point person or two who is solely focused on pushing forward the budget strategy plan, calendars, talking points, media strategy and events in that area.

1. HEALTH: We are already up and working on health care and Medicare, but we need to expand to ensure there is greater coordination with the outreach arms of the White House. **Chris Jennings, Jen Klein and Gene** from the White House policy councils already are working together well in coordination with **Nancy Ann Min at OMB**. Others working closely on health care include **Judy Feder** and others from **HHS** and **Marilyn Yaeger** on outreach. We may consider whether there is someone from **HHS** who can offer support. **Additional Point Person Recommendation: Chris and Jen.**

2. EDUCATION: Here there is already a working group up and running bringing together representatives from all the departments in the White House, OMB, Education, Labor, and national service to work on coming issues. We will use this structure for the budget as well as issue development. Ken Apfel, Barry White and Gene have also already been working closely with the departments to develop common numbers for quick response. Ken Apfel will continue to take the main responsibility here coordination with Gene and others. Jeremy and DPC have been active in pulling together all of the pieces for a full strategy. We have tremendous enthusiasm and participation from Education, Labor and National Service: Additional Point Person Recommendation: **Jeremy Ben-Ami with help from Gaynor McGown, Paul Dimond.**

3. TAX ISSUES: Gene has been coordinating a EITC working group with Treasury, OMB and DPC that has been very successful at preparing an Administration strategy on our EITC message and defense. Les Samuels' shop and others at Treasury have done a great job of taking a leadership role and producing strong material.

We would now use that existing group and expand its focus to a broader public strategy for on how to promote our positive tax proposals (education tax deduction, IRA etc.) and to focus on the negative aspects of theirs. Samuel's shop would continue to be the lead policy analysis and numbers, but Treasury needs to appoint a more political person who could coordinate and think through events and message: Additional Point Person Recommendation: **Michael Barr or David Dreyer or both.**

4. WELFARE REFORM AND CRIME: We have already started to see the connection with the welfare reform and the overall budget with the EITC tax increases to pay for welfare reform. We need to ensure that **Bruce Reed and Rahm** are coordinated with this effort.

5. OTHER WORKING GROUPS: ENVIRONMENT, CONSUMER SAFETY: Beyond the three issues above that form our core message, there are other issue areas where we will need to pay focused attention.

At times we may want to form a separate inter-department working group or we may just want to encourage those currently working on the issue to feed into the process.

On the environment and consumer safety, for example, it is clear that the Republicans are taking extreme steps with which most Americans disagree. A group to coordinate policy and message could include top people from the Vice President's office, the Council on Environmental Quality, the Environmental Protection Agency, and other agencies.

As mentioned above, some of these issues groups have already been meeting and have been working on plans. Attached is the education/labor plan that has been put together for the next couple of weeks. The process will now work to develop plans in each area and then integrate them into an overall strategic plan.

July 10, 1995

MEMORANDUM FOR ERSKINE BOWLES

FROM: Gene Sperling
Jeremy Ben-Ami

SUBJECT: Potential Short-Term Presidential Education and Training
Events and Messages

We have been co-chairing a working group to coordinate education and training activities in the overall budget debate. Turnout and interest in these meetings has been extraordinary. The Chiefs of Staff of both Labor and Education, key under secretaries, the press secretaries, and representatives of all major White House divisions have been attending our weekly meetings. We are anxious to move ahead.

We are working under the assumption that whatever the overall budget strategy, we will want to draw a very visible, public distinction between our proposals and the Republicans in the area of education and training. There are key activities on the Hill throughout the next three weeks to which we can peg administration activity.

We have laid out one sample week in detail (Week of July 10), included ideas for major news hooks in each of the following two weeks, and attached a list of ideas brainstormed by the group for other possible activity.

Week of July 10

- o Congressional Activity Labor/HHS House Appropriations Subcommittee mark-up (starting July 11)

- o Recommended Administration Activity

- *Tuesday July 11* Presidential statement possibly at the Leadership meeting laying down a marker on education and training programs. Would precede the beginning of mark-up, guarantee that the President is in the story and avoid interfering with message of Wednesday speech.

- *Wednesday July 12* POTUS comments included in the Religious Liberty speech on education cuts. Note: speech is at a public high school.

Statement following mark-up by Chief of Staff, strongly opposing action taken by the subcommittee.

Release of comparison of effects of mark-up and Clinton budget. Side by side chart to be used by Hill Democrats and widely faxed out.

Media: Secretary Reich already booked on Good Morning America. Other NEC principals do ed boards and elite media calls briefing on magnitude of cuts.

Regional Travel: NEC and other principals travel or at a minimum do regional media on cuts. Note: Secretary Riley already going to Colorado to Education Commission of the States

Advocacy Groups: Chief of Staff/OMB Director briefing for key education groups on cuts.

Intergovernmental: Conference call and joint statement by Governors/Mayors.

Hill: Hill staff briefings -- side-by-sides and state-by-states shared by administration with Democratic members.

Mailing: Mass mailing of education/training information to regional media, opinion leaders, and key advocacy groups.

This is just a sample of what could be done in a given week to back up the President's message. Other weeks could have messages such as business support for investments in education and training or University Presidents' support for direct lending.

Week of July 17

- o Congressional Activity Mark up of Labor/HHS bill by full House Appropriations Committee (Thursday July 20)
- o Recommended Administration Activity

Message: Highlight corporate support for education investments.

Education and Labor working with WH Public Liaison to solicit letters of support from major CEOs.

Schedule release of letters to coincide with mark-up on Thursday July 20 or precede it on the 19th. Issue Presidential statement welcoming corporate support.

Work regional media in home states of CEOs. Attempt to find CEOs in states of appropriations committee members.

Target ed board calls to major papers in states of committee members.

Consider event with POTUS and CEOS. Could be delayed till later in budget process if there's interest.

Week of July 24

- o Congressional Activity This week, House floor action tentatively scheduled on Labor/HHS appropriations. Also mark of of student loan proposals (Wednesday, July 26)
- o Recommended Administration Activity

Message: University Presidents Support Student Aid

Invite major University Presidents to the White House to meet with the President and demonstrate their support for Direct Lending and the federal role in helping students and their families pay for education. (July 25, day before Direct Lending mark-up)

Regional media targeting states of the university presidents.

POSSIBLE NEWSMAKING EVENTS AND ACTIVITIES ON EDUCATION AND TRAINING ISSUES

Presidential Events

- **Democratic Mayors Event.** On July 26, 15–20 big city Democratic Mayors are coming to the White House for a political briefing. They could also have a meeting in the Oval Office with the President and then go to the press stakeout to talk about education and training programs that are being cut on the Hill (e.g. Summer Jobs for Youth).
- **AFT Speech on July 28.** The President is scheduled to give a major speech at the American Federation of Teachers Conference on July 28. The speech should be broadcast by satellite around the country with additional events taking place to reach as large an audience as possible.
- **NACO and NCSL Conferences.** Both NACO (July 21–25) and NCSL (July 23–28) are having conferences this month. The President could give addresses by satellite to either (or both) conferences on education and training issues.
- **Other Education-and-Training-Related Events.** Several events are taking place during the month of July that could be used as message forums for the President. These events are not major news in-and-of themselves, but they could be used as basic forums for the President. They include: **The Enterprise National Launch Meeting (July 10–11); The Lifelong Learning Demonstration Project Community Celebration (Week of July 10); The One-Stop Career Centers Year-Two Implementation Sites (Week of July 17).**
- **Kentucky School-to-Work Graduation (Date TBD).** On June 19, Governor Jones and Lt. Governor Patton of Kentucky wrote the President to invite him to attend a graduation ceremony for a successful state school-to-work program partnership between the Kentucky Advanced Technology Center and Potter and Brumfield (a Siemens Company) that jointly trains adult students to be internationally certified tool-and-die makers. It is funded by the Commonwealth of Kentucky and Siemens. The Governor has left the date open based on the President's schedule, but they would like to do it sometime this summer. At the graduation, the Governor plans to announce the expansion of the program to include 15 local high-school students under the auspices of the local School-to-Work Program.

Other Presidential Forums that Should Be Utilized

- **Lunches with Small Groups.** Presidential lunches with small groups of leaders (Corporate CEO's, College Presidents, etc.) can be successful events if there are no competing events and there is activity on the Hill to tie into. Typically these lunches are closed press with pool spray and informal statements at the top.

- **"Letters-Type" Events.** We have had several successful "letters-type" events on issues other than education and training. These events involve the President inviting a group of students, parents, teachers, employers, etc. . . to the White House to talk about the importance of education/training programs in their lives and what the impact of the cuts will be.
- **Exclusive Interviews.** Exclusive interviews should be explored as they essentially guarantee coverage. Options should include everything from a network interview to a syndicated program such as Rockline (this Sunday night radio program has the largest listening audience of any music program in the country).
- **Radio Addresses.** These addresses can make news if given a real news hook. Suggested dates that correspond with major Congressional budget action include July 15, 22, or 29.
- **Conference Calls with Student Leaders.** Conference calls could take place with leaders who have organized groups around the student-loan issue. The President could commend their efforts and listen to their concerns.
- **Conference Calls with Parents and Students in Targeted Districts.**
- **Tarmac Greetings in Targeted Districts with Student Loan Recipients, Summer Job Participants, Americorps Members.**
- **Conference Calls with Governors in GOP Senate States.** This should be done on the same day as the Governors send a letter to the Hill on a given issue.
- **Large-scale Briefings with Education/Labor Groups at the White House with POTUS Drop-by Before Groups go to Hill to Lobby.**
- **Coordinate Special "Days" with Congress.** A small group of the major organizations can create an "Education Day" on the Hill to tie into expected committee action. These groups could sponsor a "Speak-Out or hearing where students, parents, teachers, and workers come to Washington to offer personal testimonials of the impact of the GOP Budget on their lives. Many Democratic Members would attend, and gimmicks could follow, such as giving every Democratic Member a set of "credentials" with a person from their district who will lose access to education with the GOP Budget cuts.

THE WHITE HOUSE
WASHINGTON

June 22, 1995

MEMORANDUM TO CAROL RASCO
ALICE RIVLIN
LAURA TYSON

FROM: Gene Sperling *J.A. Jr. O.S.*
Chris Jennings *C.J.*
Jennifer Klein *J.K.*

SUBJECT: Health Care Strategy

Because we were unable to meet this afternoon, we thought it would be useful to lay out a health care strategy.

I. A Three Part Strategy

A. Validation

We need to continue to generate support for the Administration's numbers.

B. Drawing Distinctions on Medicare and Medicaid

We have drawn clear distinctions between the President's and the Republicans' budget proposals by emphasizing: (1) the magnitude of the Republican Medicare and Medicaid cuts; (2) that the President's proposal includes no new Medicare beneficiary cost increases; and (3) that the President protects coverage in Medicaid while Republican block grant proposals would mean dramatic cuts in coverage. We plan to continue this approach.

C. Promoting our New Health Care Proposals

We have received almost uniformly positive support for our health care reform package. We need to focus greater attention on the reform package to: (1) emphasize that the President has kept his promise to reduce Medicare spending only in the context of reform; (2) draw distinctions between us and the Republicans; and (3) win support from the specific constituencies who benefit from the proposal.

II. Components of the Strategy

Outlined below is a description of logistics. We obviously need to determine whether and how much of our internal strategy we will share with each organization (e.g., Democrats on the hill, Democratic Governors, supportive groups).

A. Communications

1. We have begun to defend our numbers through Alice Rivlin's letter to Congressman Sabo and through discussions with the press. In order to continue to validate the underlying assumptions of the health care portion of the budget, we need support from economists outside the Administration. We have a list of contacts and plan to discuss possible op eds (e.g., Uwe Reinhardt).
2. We are thinking about possible events, including:
 - (1) An event with the President to emphasize the contrast between our Medicare proposal and the Republican cuts.
 - (2) An event with the President to commemorate the 30th anniversary of Medicare on July 30 (scheduling request submitted by DPC).
 - (3) A health care regulatory reform event with the First Lady and the Vice President (already scheduled for July 11) with physician, hospital and nursing groups (with the theme that we should reform rather than destroy Medicare and Medicaid).
 - (4) An event (possibly at a senior center) with families who are dependent on Medicaid long-term care services and might lose them under Republican budget proposals.
3. Press

Several of the budget briefings for the press have included health care. We will continue to coordinate with the overall press strategy on the budget.

B. Legislative

We have participated in briefings held over the last few weeks to explain our budget proposal to Democratic and Republican Members and staff.

We now need to give Democratic members the ammunition they need to continue to attack Republican Medicare and Medicaid proposals and to go on the offensive on our health care proposals. We plan to have a package of charts and other materials ready by Monday, so that we can brief Democratic members and give them these packages before the July 4 recess.

C. Intergovernmental

As you know, all of the Democratic governors except Kitzhaber have signed a letter supporting the President's approach on the budget which will be released tomorrow. The letter notes that the Medicare and Medicaid savings are far more reasonable than those in the Congressional budget resolutions.

After the President's budget announcement, Intergovernmental Affairs scheduled a briefing for Democratic governors' staff and has scheduled a conference call tomorrow at 11:00 to continue to work with them on policy and strategy. We also plan to ask supportive governors (e.g., Chiles, Bayh and Romer) to act as surrogates throughout the summer and fall.

D. Public Liaison

We have held a series of meetings with supportive groups over the past few months to coordinate a strategy on fighting Republican Medicare and Medicaid cuts. After the President's announcement last week, Public Liaison held a large briefing on the outlines of our budget proposal. Public Liaison has now scheduled smaller meetings with seniors' groups (tomorrow), children's groups and disability groups (next week) to discuss ongoing strategy. We will meet with the American Hospital Association as soon as possible. Public Liaison is also in the process of developing a list of other meetings that can take place after these in order to generate support over the summer and into the fall.

E. Cabinet

We expect to tie into the Cabinet Affairs plan for the overall budget strategy. Secretary Shalala is ready to get involved, particularly on Medicare, Medicaid and long-term care. Secretary Reich could also speak about insurance reform and our new program to give health security to workers who lose their jobs.

F. Policy Development

We are continuing to further refine the policies included in the budget proposal. The staff level health care working group (including White House, OMB, HHS, Treasury and Labor) will meet tomorrow.

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

11-Jul-1995 04:15pm

TO: Patrick J. Griffin
TO: Janet Murguia
TO: Lorraine C. Miller

FROM: Christopher C. Jennings
 Domestic Policy Council

SUBJECT: Ways and Means meeting today

Following up today's meeting with the Cardin Ways and Means Medicare group, I want to give you an update of what occurred:

1. Prior to the meeting, Cardin talked with both Gephardt and Gibbons. (He had already advised Pete Stark). Both Gephardt and Gibbons expressed their support for the establishment and work of the group and indicated a desire to occasionally stop by. In fact, Congressman Cardin characterized Dick Gephardt's reaction as "genuinely excited." He said that Andie King would likely sit on in some of these meetings, although she did not today.
2. According to Andie, Gephardt's office (Gephardt and Tom O.) was extremely impressed and pleased that the White House had expressed reservations about talking about anything on Medicare without making sure they were informed and ok on it.
3. The Members in attendance for today's meeting were: Cardin, Payne and Levin. The staffs of Kennelly and Matsui were also in attendance.
4. Ben Cardin opened up the meeting with a brief statement that outlined how he had consulted and received the approval of the Leadership to proceed with this and future meetings. As Cardin outlined them, the goals for these meetings are: (1) to evaluate what the Republican proposals are (or could be); (2) to evaluate their impact; (3) to determine how best Democrats can critique them; and (4) to determine what policies could be defensible. The concept here is for "moderate Ways and Means Dems" to be prepared, knowledgeable about and comfortable with the type of proposals that may eventually wind themselves back for a final compromise vote that the President may want Democrats to support.
5. As per our instructions from Pat and consistent with our agreement with Cardin, the briefing was general in nature. It was staffed by Chris J., Nancy Ann Min, Janet Murguia, Judy Feder and

Karen Pollitz. It focused on the current Medicare program (current growth rates, financing, out-of-pocket beneficiary cost break-outs, etc.), with a brief and general discussion of the likely beneficiary impact of the Republican proposals.

6. The Members would like to meet again a week from this Friday, July 21st. They would like to focus on the type of proposal the Republicans would need to consider (both on the beneficiary side and the provider side) to achieve their \$270 billion target. Once again, any type of analysis would be focused solely around the Republicans' (not our) proposal. They would like this meeting to be followed by another briefing on Medicare managed care, voucher and other alternative delivery structures.

Pat, I think this meeting went well. Cardin was pleased with the information presented and actually was happy that we had asked him to talk to Gephardt. Please let me know whether the approach and follow-up outlined above is acceptable to you. Thanks.

Developed a proposed health care outreach strategy to be incorporated with overall Presidential balanced budget strategy. It focuses on the need to closely coordinate our legislative, intergovernmental, public liaison, and communications priorities.

On Capitol Hill, we have found the substance (if not the timing) of the policy to have been well received by broad segments of the Democrat party, particularly by the moderate and conservative wings of the party. We continue to receive requests for briefings and will attempt to do some quiet Republican outreach as well.

The Democrat Governors seem, on the whole, quite satisfied and today established a working group aimed at developing a consensus policy as to how achieve the Medicaid cuts outlined by our budget. They will be working closely with us on both technical and political levels. It appears that, once again, Governor Romer and his staff will lead the way on this front. The states on the core Medicaid working group are Colorado, Missouri, Indiana, Maryland, Florida, Vermont and/or Delaware.

We have initiated a broad outreach effort to groups who are or should be supportive of our health care initiative, particularly when contrasted to the Republicans. Today we are meeting with the senior groups. We will continue this process, focusing particularly on consumer groups, friendly businesses, the unions, the hospitals, and other potentially helpful provider groups.

June 22, 1995

MEMORANDUM FOR ERSKINE BOWLES

FROM: Gene Sperling

SUBJECT: Process for Promoting the Clinton Budget

I have tried to lay out both the concepts and the processes that we will need to move forward with a long-term budget strategy. My sense is that we will need to set up a "floating war room," with specific budget tasks assigned to different people on an ongoing basis. This memo is just a draft, and I am sure that many people are engaged in different efforts that I have inadvertently left out.

I. OVERALL OBJECTIVES

BASIC MESSAGE: The President's budget promotes his economic goals of creating growth, increasing opportunity and raising living standards, and empowering working families to win from economic change. The budget that the President believes best promotes those goals is one that 1) increases national savings while protecting the economic expansion by moving toward fiscal balance in ten years, 2) invests more in key education and training programs; 3) addresses health care in a way that is fair to seniors while moving toward serious health reform, and 4) ensures that our tax system goes further to reward work for working families, instead of asking working families to sacrifice education and Medicare to pay for tax cuts for the most well-off. These four distinctions show that ours is the budget that puts working families first, while theirs is the budget for the well-off that takes risks with health care, education and the economy.

GENERAL STRATEGY--TAKING OUR CASE TO THE PEOPLE: As the Republicans are in solid control of the Congress, if they go forward with a budget resolution that defies our principles, our only hope for promoting the President's economic growth strategy is to take our case to the American people. We must make our case well enough that the American people force the Congress to move toward our budget because it best achieves their priorities. As their current budget is unacceptable, we must create an environment in which the President's positive vision guides any budget negotiation and forces the Republicans to move toward his position. This means a disciplined effort to convey the defining elements of our plan, as well as a broad-based approach to encouraging efforts that weaken support for their plan in any reasonable way.

By taking our case to the American people, we will seek to ensure that we prevail if there is an ultimate show-down, or that if there is a early negotiation, it reflects our strength and their movement toward our priorities.

FOUR STRATEGIC GOALS: To succeed in taking our case to the American people, so that the American people will take their case to the Republican Congress, we need to focus on four basic goals:

1) Four Main Distinctions: We must ensure that Americans understand that we have a clear alternative that is better for the economy and more closely aligned with the interests of working families. This requires a disciplined focus on the basic message: 1) economic expansion and the need for a 10-year plan; 2) education and training; 3) health care and fairness to seniors; 4) tax fairness, through a middle class tax cut and opposition to making working families and the poor pay for a tax cut for the well-off.

2) Validation, Credibility and Support: While we must draw clear lines, we must ensure that people see that our plan is real, politically viable, and credible.

3) Other Priorities: While we stress our top priorities, we must take advantage of other subsidiary priorities that we care about promoting and that can weaken the overall Republican alternative. The key is to do this while not losing a clear, defined focus. The environment and crime prevention are major issues that sometimes will be as important as our defining priorities. Technology and medical research will play roles as well.

4) Body Blow Strategy: Without diluting our main message, we must also facilitate--and certainly not discourage--reasonable efforts that weaken support for their overall approach. There are many issues that are outside our defining message yet are of critical importance to millions of Americans, who will be hurt more than is necessary because of their seven-year path and large tax cut for the well-off. Every critique in areas like veterans and agriculture will be like another body blow to weaken their plan. We must be willing to help efforts in these and other areas that the American people care about and where our plan is superior to theirs.

II. GENERAL INTERNAL PROCESSES

1. GOALS: PLANNING, YET SPONTANEITY. We need a budget calendar and budget process that allows us to make strategic short- and long-term plans and achieve some coordination. *Yet we must also have a process that allows us to make quick and even instant decisions. Entering a conflict that puts us on the side of our priorities within a given news cycle will often break through even more than a perfectly planned event. A well-planned education event may do less for us than a quick response or briefing following an off-the-wall Gingrich comment on college aid. We must have a process for getting decisions made so we can respond quickly.*

2. COMBINED INTERNAL AND EXTERNAL CALENDAR: It is extremely important that we maintain a comprehensive and up-to-date calendar of budget-related events.

NEED FOR EXTERNAL CALENDAR: While Congressional timing will be hard to predict and to some degree less important than usual, since we will have less direct control over specific appropriations committees, we still need to have an external calendar so that our planning addresses what is happening in Congress. This may mean know when a certain Committee is meeting so that we get in the story, or when a vote is occurring so a group effort can be organized. We also need to understand when Congress is home, so that our efforts and those of the groups must be more regional.

INTERNAL CALENDAR: One of the things we learned in both the budget and health care war room is that we must have a unified internal calendar so that we know what everyone is doing on budget related events. *The main goal of this calendar is to ensure that we have major message events on our defining issues every week, and that we can make rational decisions about when to do what and where.* The other crucial goal is to ensure general coordination throughout the Administration.

OVERALL CALENDAR PROCESS: We need to develop a combined internal and external calendar. Erskine must have someone who monitors the calendar for him, and everyone around the White House must feed into the calendar in a disciplined way. It is especially important that legislative affairs update the calendar constantly so that our planning keeps up with Congressional events. Yet other divisions of the White House, must also feed in so that we know about meetings of mayors, conventions of major groups, or the like.

3. PLANNING MEETINGS. We must meet regularly to ensure that strategies are developed, coordinated, and executed.

Erskine Weekly Planning Meeting and Twice-a-Week Check-In: Erskine must call at least one weekly planning meeting for Presidential events that feeds into strategy for the President. We don't want to have an unrealistic schedule—which daily meetings might represent. But twice-a-week right after the senior staff meeting for Erskine to run through things with key people on budget working groups seems sensible.

- **Communications Coordination.** One key goal of these meetings must be to prioritize communications emphasis so that Mark Gearan, Lorrie McHugh and others know where they should be directing their efforts. This week, the focus was on overall definition and validation. It was a terrific effort in terms of reaching major news organizations. But it will be hard to know what whether we should be doing regional press on education or health care or taxes on any given day unless we develop a strategic focus through these meetings.

Daily Gene-Erskine Check-in Conversation: Decisions are made and key discussions take place at the 7:30 a.m. meeting and at Leon's evening meeting. Gene and Erskine should try to have at least two check-in meetings a day, with Gene

providing a clear list of decisions that have to be made or considered for the next day. This way, Erskine can make sure these issues are addressed, and Gene can give others directions as to how pressing certain matters are.

Erskine-Leon-POTUS: Ultimately, the whole process will only work if there is a regular process for getting information to Leon and the President, getting approval, and proceeding.

NEC Budget Strategy Meetings: Previously, Laura hosted budget strategy meetings twice a week to provide ample time to discuss overall strategy. We should reinstate these meetings. Gene would also continue to host "working group" level meetings with staff from NEC, DPC, Treasury, OMB and CEA.

Budget/Appropriations/Cabinet Strategy and Coordination: We need a process for communicating how we want to deal with appropriations. This would be done in NEC meetings.

NEC/POTUS Strategy Meetings: We will not be able to act on some major issues unless we have made some strategic decisions with which the President feels comfortable. For example, can we go all out against certain cuts that we would oppose in our ideal budget, even if we will ultimately have to compromise on them? Not knowing this will paralyze us below. We need to have some ability for such issues to be discussed at NEC-type meetings with the President for his sign off.

4. INFORMATION AND TALKING POINTS LIBRARY: As we get requests for information and talking points from different outreach arms, we will need a process for getting sign-off and a "library" of up-to-date materials with sign-off. This notion of what is usable needs some watching. There are some materials we can do to help others, but we don't want as official Administration documents. We also will have to use the working group to determine the most important state-by-state numbers we need.

Generally, Gene and OMB mutually sign off on budget numbers and with Treasury on tax numbers. What we need is to know at all times what we have, what we need, and how we can distribute it. We may be able to use certain NEC staff as librarians of up-to-date information who also know what it can be used for, and we can continue to use the NEC process and Cabinet Affairs to distribute materials quickly and widely so everyone has them.

There is an immediate need for talking points for Administration officials on overall message. These points should enable Cabinet members to make our key points while adding their specific issues. Specifically, the message should be that we can protect the economy and balance the budget over 10 years with the right priorities, and that we should not be cutting education, Medicare beneficiaries and _____ in order to pay for tax cuts for the wealthy and balance the budget in an arbitrary time period that would risk solid economic expansion.

III. PROCESSES AND STRATEGY GROUPS IN FOUR MAJOR AREAS

Our top priority is to get our message out on the four major differences between the President's budget and the Republicans: 1) a solid 10-year plan is good for the economy; 2) health care and Medicare; 3) education and training; and 4) tax fairness versus tax giveaway.

A FIRST STEP: PRELIMINARY OUTREACH PLANS. A first step toward the coordination process described below would be for each White House outreach arm to come back by COB Friday or Monday morning with a preliminary plan to help in each of the four major areas listed above.

PRESIDENTIAL AND VICE PRESIDENTIAL INVOLVEMENT. While these planning efforts and others are essential, I do not believe that any part of our plan can work if there is not a strong sense that the President is personally promoting his plan, and drawing the main four distinctions (10 years, education, health care, tax fairness). **This is most true on Medicare.** Our success there will be completely proportional to the effort that he and the other principals give to making clear that they are cutting Medicare to pay for tax cuts, and that we are protecting Medicare beneficiaries and taking the first steps toward health care reform. Where we do have Presidential events, we can build all of the other elements around that strategy.

(While it is not in our purview, the one other way for us to break through is with advertising that lays out our position.)

FOUR MAIN STRATEGY GROUPS. While each outreach arm of the White House should have its own plan for the four areas of engagement, on the defining issues we need to have issues groups that take a holistic look at what we are doing in the four main defining areas. Therefore, we need to have an education group, a health care group, a tax fairness group, and a economy group. While I will be happy to monitor all of them, the goal would be to have some White House staffers and relevant agency people whose main responsibility would be to consider our strategic planning in each area. These groups would make sure that all relevant arms are involved in the relevant strategy. The White House people would feed into the Erskine meetings what is being planned. As a result, we could make decisions as to when education versus health care versus tax fairness should be on the calendar or given center stage.

1. **HEALTH CARE:** Chris, Jen, Nancy Ann, Judy Feder (HHS) can serve as the policy core working with each outreach arm to devise an ongoing strategy. Some of what is planned currently includes the following:

- **Presidential Involvement:** The main issue is how the President gets involved in defining the distinctions on Medicare, and when he starts promoting health care proposals. The 30th anniversary of Medicare is July 30, and a regulatory event with the VPOTUS and First Lady possible for July 11.
 - **First Lady:** Does she wish to re-engage in a major way on Medicare or Medicaid?
 - **Chart Package and Congressional Blitz:** One of the best things we can do is to give Democratic members of Congress the ammunition they need to stay on the Medicare attack, while also making sure they know enough to go on the offensive on our health care proposals. Members have reacted very favorable to the charts. Our goal is to have a package of Medicare charts and Health Care materials from OMB/White House/HHS signed off on by Monday, and then to take Tuesday and Wednesday to do all we can to brief and get July 4th recess materials to Democratic members.
 - **Op-ed:** We are talking with Uwe Reinhardt on doing an op-ed. He seems favorably inclined.
 - **Validation:** We are finishing calls to health care economists to be sure they will validate our OMB baseline.
 - **Cabinet Affairs:** Secretary Shalala is raring to go. Judy Feder will discuss with us a strategy for on-going involvement.
- We may also want to gear up Secretary Reich to speak on the new health security for unemployed workers.
- **Ability to Break-Out Different Issues:** One issue for us to consider is that we have many different proposals on health care. We could use them at different times to keep giving our message a new "news hook." For example, we could do an event on the Alzheimer's benefit and still stress Medicare. We could do mammography and still stress Medicare differences and the new security for unemployed workers, etc.
 - **Groups/Public Liaison:** Marilyn has seniors set up for Friday, Medicaid groups set up for early next week and possibly AHA.

2. EDUCATION AND TRAINING: Several people at NEC/DPC (myself, Jeremy, Gaynor, Paul Dimond) and Ken Apfel at OMB can serve as the policy core working with the outreach arms to come up with unified schedule and strategy. We are planning to meet together early next week.

President's Schedule: The Presidential Scholar event was generally drowned out by Foster, though we did do well in the Washington Post. We may want to go hard at college loans specifically as our next hit -- particularly if the Conferees keep in the interest subsidy.

Possible Immediate Opportunity: We may want to look for a chance to ask the conferees to drop the interest exemption in the next few days if they have not reached agreement. This could be one of the conflicts they are still resolving. If we challenge them to drop it and they do, we claim victory. If they don't, we have further defined a good fight for us.

- **Validation:** We have achieved significant validation on education, with 80 groups supporting our budget. There was a major stake-out with heads of 12 major groups on Wednesday. Because of the Foster issue, however, we will have to look for other opportunities to get the validation out.

- **Chart and Paper:** We have a strong one-page chart that appeared in the Washington Post and a seven-page backgrounder that was signed off by OMB and given out on Wednesday.

- **State-by-state:** We have several state by state and city analysis -- including a district by district on student interest exemption.

- **Cabinet Affairs:** Riley is clearly engaged in an active schedule. We will be able to coordinate better when we meet. The same is true for Reich.

- **Public Liaison:** We clearly are in strong shape with the groups. We need to perhaps set up regular strategy meetings with the supporting groups for getting out the message.

3. TAX FAIRNESS: This is a largely missed opportunity so far. We have three general areas here: 1) our positive proposals -- particularly the education tax incentive--that we want to promote; 2) Their tax increase on 14 million working families; 3) the inequity of their tax cuts, and the specific tax breaks they are seeking.

- **Interagency Group:** We have an interagency group on the Earned Income Tax Credit that could easily expand to be the core of the policy part of this component.

- **Presidential Involvement:** There has been little Presidential involvement on the tax issue, other than as a part of his overall message. Clearly, we could promote any of these issues if we took them directly head-on.

- **Charts and Materials:** We have good materials comparing our two tax proposals, yet these could become quickly out of date when their budget resolution is finished.

Treasury has done a state-by-state and district by district on the tax increases on 14 million working families in the Senate document.

- **Cabinet Affairs:** Rubin will be willing to be as engaged on this as we want.

- **Ability to Break-Out Different Issues:** Here too, when we are looking for a news hook, we have can break out one of our positive proposals such as the education tax deduction, or go after one or two elements of their plan. One of the most promising may be the elimination of the alternative minimum tax on corporations, which would allow some major corporations to pay no taxes at all.

4. ECONOMY: We will have to continually stress that ours is the balanced budget proposal that will be good for the economy. Unlike the other points, this may be an definitional issue that is just blended in with other messages, but it is still important.

Economists Outreach: With Martin Baily taking the lead and Brad DeLong helping from the outside, we have been calling economists seeking validation of our plan and our baseline. The issue is whether or not we will be able to come up with a letter or statement or jointly-signed op-ed.

WEFA Study: The WEFA study made news and we have been able to use since then for support.

NEC/Cabinet Affairs: Certainly members of the economic team will make the economic case in all of their formats that they participate in.

**Options for Medicare Anniversary Event
(30th Anniversary: July 30, 1995)**

**1. Independence, MO with Congressional leadership and Senior Groups--
Sunday, July 30** (bill signed at Truman Library in Independence; Truman received first Medicare card)

- President, Members, real older Americans; Event would be developed with Hill
- President could be statesmanlike, focus on the historical nature of the day, the benefits the program has provided to older Americans (Medicare has provided "independence" for older Americans that should be protected and maintained into the future). Hill Democrats could attack on budget points.

Pros: Strong desire from Hill and groups for a unifying event (unified message emphasizing right/wrong way to contain costs); outside D.C so better press coverage; symbolic weight to site.

Cons: Travel. Cost of creating event outside Washington

Legislative, OPL, DPC favor this option

2. White House/Washington Event--On or around July 30

- Reception type event

Pros: Cheap; Easier for Members, guests to attend

Cons: Less press coverage; cynicism associated with D.C.; anticlimatic--Democratic Congressional leadership planning to commemorate Congressional passage of Medicare on July 25; if event not on actual day, not as big a punch

3. Vermont prior to NGA Meeting--July 30

- Event at home health agency or senior center
- Focus for governors is Medicaid and many governors would like to keep the focus there, knowing that politically Medicaid loses to Medicare. Depending on our strategy, this could be a pro or a con.

Pro: Focus on tie between the two--Medicaid serves elderly; the magnitude of Republican Medicare cuts will impact Medicaid and vice versa; combining the two provides a better contrast: when M+M cuts added together, our numbers are 1/3 the size of theirs; convenient for POTUS; gets NH media

Con: Medicaid takes away from universal, positive government program image; competes with message/press for NGA; Intergovernmental unsure whether appropriate.