

Chiron
12/28

To Secretary

This guy is really
old friend - works in
administration for Congress!
think - As Ned-

WHITE HOUSE
WASHINGTON

December 24, 1996

L. Michael Hardgrave
4902 Smith Road
Plano, Texas 75094

Dear Mike:

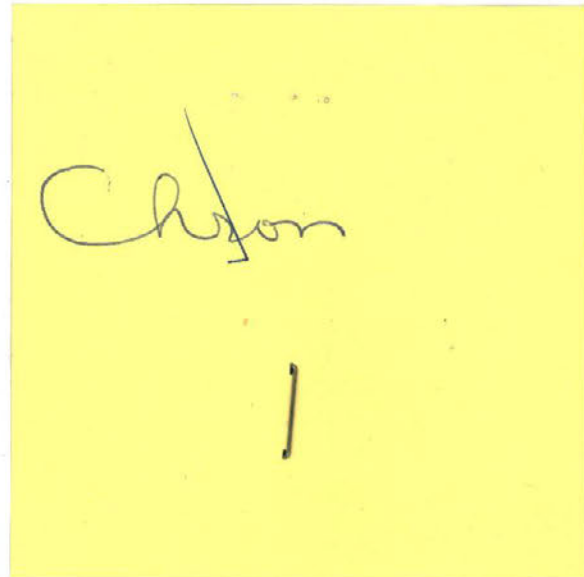
Thanks for your letter of December 3. As
always, I found it to be helpful, and I'm very
grateful for your willingness to serve the
Administration. I've made Erskine Bowles aware
of your interest and have asked our personnel
folks to look at your various recommendations.

My best to you, Nan, and Jason for a joyous
holiday season. We hope to see you all here
next month!

Sincerely,

BM

I can't believe you
would come into government!
All success I can do -
the only for offering.



mr
reed 1-20

3 December 1996

4902 Smith Road
Plano, TX 75094
Office: 972/705-3697
Home: 972/422-4234

President Bill Clinton
The White House
Washington, D.C. 20500-2000

Dear Bill,

Well the election is over -- CONGRATULATIONS! That applies to both winning and just its being over. Perhaps now you can get back to the hard work of running a country. Nan and I appreciated the invitation to attend one of your rallies, the one at Ft. Worth. I think you saw us out in the VIP crowd near the band, but that was a zoo!

Despite all the post-election analysis of what the general population thinks about performance/integrity, liberals/conservatives, or Democrats/Republicans, it appears that in the majority of races the best qualified person won. Much as I dislike Phil Gramm for instance, he is probably better qualified than Morales. I would have liked to see a few more races go Democratic, but you still have a pretty moderate Congress to work with. Should be a productive few years.

*What's the possibility of getting Inauguration invitations for Nancy and I, plus Jason and his girlfriend? Joe and Fran said they really enjoyed the first one, and I would love to let Jason and Nan experience some of the aura of the Presidency that you've given me the pleasure of experiencing over your current term. In any case, I look forward to continuing to share with you some of my "outside the beltway" views of the business climate as you continue to pursue a successful economic and trade improvement policy.

Since this is Thanksgiving weekend and I know you will be announcing many of the cabinet members when you return to D.C., let me just comment on a few next-level appointments. Obviously Perry is the best SECDEF we have had for a long time and will be sorely missed. I hope you encourage Paul Kaminski to stay, however. He, Colleen Preston, and Steve Kelman have really accomplished a lot in the world of Acquisition Reform. I'm not sure Deutch will be as strong in this arena, but I really don't support Nunn - seems like Senators and SECDEF slots demand a different approach to the job.

The night before the election I met with Kelman and Preston in the Old Executive Building to discuss some of the upcoming changes to the Federal Acquisition Regulations - Part 15, and he commented on having gotten one of my earlier letters to you forwarded

to him for consideration. Fortunately he agreed with most of my suggestions, and it helped give us a good basis for discussing some of the issues at a more substantive level than if I just had met him cold. It was my first time to visit with him, and I really liked him. Not your typical Washington bureaucrat! We need more like him.

In the Office of Secretary of Defense, you might want to consider Art Money, the AF Undersecretary, as the Assistant Secretary for C3I, Emmett Paige's replacement. Al Edmonds from DISA won't be a bad choice, but Money may bring some better industry balance to the job versus just military thinking. I really miss having Deborah Castleman at OSD. She just couldn't take the Paige persona, but it'd be nice to see her return in a key slot.

Although Hinson certainly had his troubles at the FAA (and I personally thought a few decisions were bad), he did a pretty good job overall. I am very disappointed about how George Donohue performed trying to improve the acquisition as well as the R&D process at the FAA. I had high hopes for him, but his ego and total academic approach got in his way to actually making any improvement to the system. No matter what they are telling you, the FAA is still not able to manage a successful program from conception to delivery - frightening isn't it!

Well too much personnel rambling on my part. If you would entertain it, I would certainly like to be considered for a position in your administration this round. I believe I could make a contribution to forwarding your Better Government ideas.

Keep up the focus on the economy and international trade improvements. Bi-partisan activity may result in true changes to the CPI, welfare reform, and campaign reform in this term. On a personal note, I think you should open up as much as possible on all the ethics issues and just put them to bed as quickly as possible. There's too much real work to get done, and you're the only one that can keep it all on track!

Good luck over the next several months getting your new team in place. Nan and I look forward to visiting with you next time you're in Dallas. Have a wonderful holiday season with Hillary and Chelsea.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike", with a horizontal line underneath it.

— Mike Hardgrave

cc: w/incoming
Bob Nash

E HOUSE
JTON

Tuttle

She's very good.

Jack Theimer
The International Building
Suite 1108
601 California Street
San Francisco, California 94108

Dear Jack:

Thanks for your letter about Christy Carpenter.
I appreciate your strong support for her and
have made Bob Nash aware of your personal
recommendation.

I hope you and Kaye have a wonderful Christmas.
Come the new year, it'll soon be time for
another golf game!

Sincerely,

Bm

JACK THEIMER

December 16, 1996

President William J. Clinton
The White House
1600 Pennsylvania Av.
East Wing, Room 214
Washington DC 20500-2000

Dear Mr. President:

I hope this letter finds you in great spirits before the Holidays. Kaye and I certainly enjoyed seeing everyone in Little Rock and hope you and Hillary have set aside some time for rest after your trip.

Our mutual friend, Christy Carpenter, returned from Washington recently where she met with Bob Nash concerning possible positions with either the public liaison or communications office.

I urge you to consider adding Christy to the White House team you are assembling for the next few years.

Christy is more than just a political and social friend of mine. One of our companies retained Christy the past two years to handle public relations and other media matters which she has done extremely well. She has demonstrated the kind of intelligence, judgment, and maturity which could make her a great asset to your White House operation.

I am sure there will be many other people you know who will advocate for her selection but I just wanted to emphasize how positively I view her professional skills and capabilities from my own direct experience.

Enjoy the Holidays and give everyone a big hug from us!

My best always,



Jack

cc: w/incoming
Rebecca Cameron
- golf file

THE WHITE HOUSE
WASHINGTON

December 24, 1996

Thomas A. Hart, Jr.
Ginsburg, Feldman and Bress
1250 Connecticut Avenue, N.W.
Washington, D.C. 20036

Dear Thomas:

Thanks so much for following up on your kind offer to arrange a golf game with Tiger Woods. I would love having the chance to play with him -- please contact Rebecca Cameron in my office at (202)456-6610 to try and set up a date that would be good for all of us.

All best wishes for a joyous holiday season.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rebecca Cameron".

rec'd
12/20

LAW OFFICES
GINSBURG, FELDMAN AND BRESS
CHARTERED
1250 CONNECTICUT AVENUE, N.W.
WASHINGTON, D.C. 20036
TELEPHONE (202) 637-9000
FAX (202) 637-9195
TELEX 4938614 CABLE "LEGIS"

CORRESPONDENT OFFICE
9, RUE BOISSY D'ANGLAS
75008 PARIS, FRANCE

8201 GREENSBORO DRIVE
MCLEAN, VA 22102
TELEPHONE (703) 821-3610
FAX (703) 821-7990

THOMAS A. HART, JR.
(202) 637-9078
thart@gfblaw.com

November 21, 1996

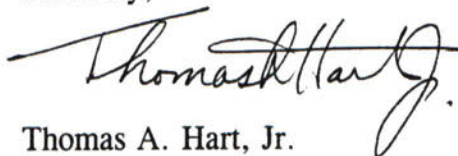
The Honorable William Jefferson Clinton
The President of the United States
The White House
Washington, D.C. 20520

Dear President Clinton:

It was a pleasure seeing you recently at Ron Burkle's home in Los Angeles. At that event, we discussed arranging a round of golf with Tiger Woods following the November election. I was delighted to learn of your recent outing with Greg Norman during your trip to Australia. Since you are working your way through the PGA top professionals, I'll contact your office and get a few dates that might work for you.

Congratulations on your outstanding victory. I'm glad to know that you are taking a few days to relax and brush up on your golf game. I look forward to speaking with your office to coordinate this golf date.

Sincerely,


Thomas A. Hart, Jr.

cc: Senator Christopher Dodd
Bob Nash
Stephanie Streett

cc: w/incoming
Jack Quinn

Jack Quinn
this very secret
Bc

THE HOUSE
INGTON

December 24, 1996

Susan P. Graber
1975 S.W. Edgewood Road
Portland, Oregon 97201

Dear Susan:

Thanks for your letter of December 10. I'm very grateful for your willingness to be considered for the United States Court of Appeals for the Ninth Circuit and have made Jack Quinn aware of your interest.

Hillary and I hope you and Bill have a wonderful holiday season and that we'll be able to see you during the Inaugural celebration.

Sincerely,

Brian

Susan P. Graber
1975 S.W. Edgewood Road
Portland, Oregon 97201

December 10, 1996

The Honorable William Jefferson Clinton
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500-2000

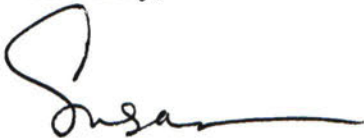
Dear Mr. President:

Recently, Judge Edward Leavy of the Ninth Circuit wrote to inform you that he will take senior status on May 19, 1997. Judge Leavy's chambers are in Portland, so his retirement will create an Oregon vacancy.

Bob Raymar tells me that he has written to the White House counsel to recommend me for appointment to Judge Leavy's position. I also wanted to let you know personally of my interest in being considered for this vacancy and to forward a copy of the resume that Bob enclosed with his letter.

On another note, Bill and I are delighted to be able to attend another inauguration. We look forward to seeing you and Hillary at the festivities in January, and we wish you a joyous holiday season.

Sincerely,



Susan P. Graber

Enc.

BIOGRAPHICAL INFORMATION: SUSAN P. GRABER

CURRENT POSITION: Judge, Oregon Supreme Court

PREVIOUS EXPERIENCE:

1988-90 - Judge, Oregon Court of Appeals
1989-90 - Presiding Judge, Department 3
1978-88 - Stoel Rives Boley Jones & Grey (partner 1981-88)
1983-88 - Pro tem District Court Judge
1985-88 - Arbitrator for Circuit Court
1986-88 - Mediator for U.S. District Court
1975-78 - Taft Stettinius & Hollister (Cincinnati, Ohio)
1974-75 - Jones Gallegos Snead & Wertheim (Santa Fe, N.M.)
1972-74 - Assistant Attorney General, State of New Mexico

EDUCATION:

1972 - J.D., Yale Law School
1969 - B.A., Wellesley College (Phi Beta Kappa)

RECENT HONORS:

1994-date - Member, Editorial Advisory Board, State-Federal
Judicial Observer
1994 - Invitee to symposia on state-federal judicial
relations (American Judicature Society;
State Justice Institute)
1993-date - Chair, Rhodes Scholar Selection Committee
for Oregon
1993-date - Member, American Law Institute; 1996-date, Adviser
to Federal Judicial Code Project
1992 - Member, U.S. District Court of Oregon Magistrate
Selection Committee
1986 - Founder's Award for pro bono service, Northwest
Women's Law Center (Seattle)

REPRESENTATIVE PROFESSIONAL ACTIVITIES:

1995-date - Co-Chair, Oregon Supreme Court - Oregon State Bar
Task Force on Gender Fairness
1993-94 - Chair, Oregon Appellate Judges Association
Education Committee
1992-93 - Co-chair, Planning Committee for 1993 Western
Regional Conference on State-Federal Judicial
Relationships
1992-95 - Member, Oregon Judicial Conference Retirement
and Salary Committee
1992-93 - President, Oregon Appellate Judges Association
1990-date - Member, State-Federal Judicial Council;
1994 Chair, Subcommittee on Certification of
State Law Questions; 1994-date, Member of Death
Penalty Habeas Corpus Rules Committee
1989-95 - Member, Council on Court Procedures
1988-90 - Master, American Inns of Court
1988-89 - Chair, Judicial Department Appeals Board
1988-91 - Member, Judicial Conference Education Committee;
Program Chair, 1990 Oregon Judicial
Conference
1987-88 - Chair, Executive Committee of the Ninth Circuit
Judicial Conference (earlier having served

- as Program Chair for the Conference and Chair of the Lawyer Representatives' Coordinating Committee)
- 1988-90 - Member, Oregon State Bar Pro Bono Committee
- 1985-87 - Member, Oregon State Bar Judicial Administration Committee
- 1983-84 - Chair, Oregon State Bar Legal Aid Committee

REPRESENTATIVE COMMUNITY ACTIVITIES:

- 1995-date - Member, Defense Advisory Committee on Women in the Services (DACOWITS)
- 1994-date - Board of Visitors, Northwestern School of Law at Lewis & Clark College
- 1990-91 - Board Member, Oregon Law Foundation
- 1986-93 - Board of Visitors, University of Oregon School of Law
- 1985-date - Director, U.S. District Court of Oregon Historical Society
- 1985-87 - First/Second Vice-President, City Club of Portland
- 1979-88 - Governor's Advisory Council on Legal Services
- 1983-86 - Member, Jewish Community Relations Committee
- Guest lecturer at numerous schools and seminars (topics include legal ethics, appellate review, business torts, workers' compensation, family law, written advocacy, and oral advocacy)
- Moot court judge for several programs

RECENT PUBLICATIONS:

"A Tribute to Edwin J. Peterson," 73 Or. Law Rev. 731 (winter 1994). (Co-author.)

"The Legal Landscape of the U.S. District Court for Oregon: A Review of The First Duty: A History of the U.S. District Court for Oregon," 24 Env'tl. Law 1699 (1995).

"Obiter Dictum: Substantive Legal Issues Create Tensions Between State and Federal Courts," State-Federal Judicial Observer, No. 7 at 2, joint publication of the Federal Judicial Center and the National Center for State Courts (October 1994).

"Strategies for an Effective Brief," Appeal and Review (1993). (Co-author.)

"Looking at Feminist Legal Theory from the Bench," The Advocate at 35 (Northwestern School of Law, Lewis & Clark College) (summer 1992).

"Class Actions," Civil Pleading and Practice (1985 edition). (Co-author.)

"Attorney Fees," Civil Litigation (1982 edition). (Co-author.)

"WHO'S WHO" ENTRIES:

Who's Who in America

Who's Who of American Women

Who's Who in American Law

Who's Who in the West

PERSONAL DATA:

- Born July 5, 1949 (Oklahoma City, Oklahoma)
- Married to William June
- One child (Rachel)
- Member, Temple Beth Israel

December 1996

REFERENCES:

Honorable Guido Calabresi
United States Court of Appeals
Connecticut Financial Center
157 Church Street
New Haven, CT 06510
(203) 773-2291

Judge Calabresi has known me since I was a student at Yale Law School, where he was dean. He can comment on my legal and interpersonal skills from a 28-year perspective.

Honorable Wallace P. Carson, Jr.
Chief Justice
Oregon Supreme Court
1163 State Street
Salem, OR 97310
(503) 986-5700

Chief Justice Carson has worked closely with me during my seven years on the Oregon Supreme Court, and he also saw my work as a practitioner and Court of Appeals Judge. That working relationship enables him to evaluate all aspects of my performance as an appellate judge.

Honorable Alfred T. Goodwin, Senior Judge
United States Court of Appeals
125 S. Grand Avenue, Suite 506
PO Box 91510
Pasadena, CA 91109-1510
(818) 583-7100

Judge Goodwin is from Oregon. We met about 20 years ago, and we worked together during the approximately six years that I served on the Ninth Circuit Judicial Conference. As former Chief Judge of the Ninth Circuit, he can discuss the needs of that court and my ability to meet those needs.

Honorable Mark O. Hatfield
PO Box 8639
Portland, OR 97207
(503) 326-3386 (until Dec. 20, 1996)

In his role as a United States Senator from Oregon, Senator Hatfield has become familiar with my work and with my reputation in the legal community. Senator Hatfield has asked that I list him as a reference, because he is retiring from the Senate and no longer will play a direct role in the selection of federal judges.

Judy Henry, Esq.
Director, Appellate Settlement Conference Program
Willamette University College of Law
245 Winter Street SE
Salem, OR 907301
(503) 370-6438

Ms. Henry recently served as President of the Oregon State Bar. She knows me and my work personally. Because of her position, she also can convey information about Oregon practitioners' perceptions of my performance.

cc: Robert (born 1975)
Breed
This will work!

WHITE HOUSE
WASHINGTON

Debbie Catoe
Cincinnati, Ohio

Dear Debbie:

I was so pleased to receive your thoughtful note and to hear that you are now working for Mr. Lawrence. You can be very proud of the initiative, ability, and courage you have shown in making a better life for you and your son. I'm grateful to have played a small role in this new chapter of your life, and I hope you will, in turn, help others to help themselves.

I hope you and your son have a joyous holiday and that the new year is filled with many blessings for you both.

Sincerely,

Bill Clinton

THANK YOU

Dear Mr. President,
I would like to take the time to thank you,
For opening up a new door For me in the
job Field. I am very honored and grateful,
that I have been given the opportunity,
to work For Mr Richard D Lawrence.
You are the one that has inspired Mr
Lawrence to hire me. Thanks so much
From myself, my son and so many others
who are trying to find work to better
themselves and to get off of assistance,
and basically, have a better outlook on
life. Thanks again, and may your holidays,
be blessed and merry.

Sincerely yours
Debbie Cutoe

The attached letter is ^{upmaureen}
probably one the President
would enjoy seeing -
obviously the writer was on
public assistance before being
hired by Mr. Lawrence.

T.

cc: w/ incoming:
Bob Nash
Bob
~~Bob~~ Rally

THE WHITE HOUSE
WASHINGTON

December 24, 1996

Gerald S. McGowan
Lukas, McGowan, Nace & Gutierrez
Suite 1200
1111 Nineteenth Street, N.W.
Washington, D.C. 20036

Dear Gerry:

Thanks for following up on our conversation about Mark Warner. I certainly appreciate your recommendation that he play a leading role in our efforts to move people from welfare to work and have made Bob Nash aware of your suggestion.

Hillary and I hope you have a joyous holiday season.

Sincerely,

Bill Clinton

Thanks

LUKAS, MCGOWAN, NACE & GUTIERREZ

CHARTERED

1111 NINETEENTH STREET, N.W.

SUITE 1200

WASHINGTON, D.C. 20036

(202) 857-3500

RUSSELL D. LUKAS
GERALD S. MCGOWAN
DAVID L. NACE
THOMAS GUTIERREZ
ELIZABETH R. SACHS
GEORGE L. LYON, JR.
PAMELA L. GIST
DAVID A. LAFURIA
TERRY J. ROMINE
MARCI E. GREENSTEIN⁺
MARJORIE GILLER SPIVAK
J. JUSTIN McCLURE⁺
MARILYN SUCHECKI MENSE
PAMELA GAARY HOLRAN
B. LYNN F. RATNAVALE

⁺ NOT ADMITTED IN D.C.

December 13, 1996

CONSULTING ENGINEERS
THOMAS G. ADCOCK, P.E.
MEHRAN NAZARI
ALI KUZEHKANANI
SHAHRAM HOJATI, D.SC.
LEROY A. ADAM
LEILA REZANAVAZ
FARID SEYEDVOSOGHI

OF COUNSEL
JOHN J. MCAVOY
J.K. HAGE III⁺

TELECOPIER
(202) 842-4485

Email: lmng@fcclaw.com
<http://www.fcclaw.com>

WRITER'S DIRECT DIAL

Hand Delivered

The Honorable William J. Clinton
The White House
Washington, DC 20500

Dear Mr. President:

As we discussed at our lunch last week, my friend of 15 years, Mark Warner, would be an excellent choice to be your business point person on the Welfare to Work project.

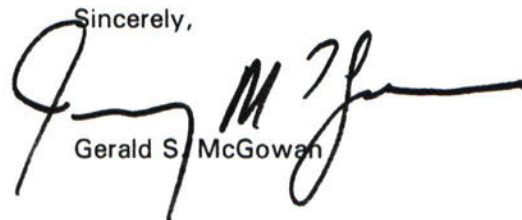
Mark is a very successful telecom entrepreneur, having founded three public and ten private companies in the last ten years. Today, those thirteen companies employ over 4000 people. In addition, he founded and currently chairs the innovative Virginia Health Care Foundation, a public-private partnership which provides health care to over 40,000 Virginians.

Mark understands both the challenges and rewards a government program would provide business, and the critical need for the private sector to join the government in helping transition welfare beneficiaries to work. Indeed, I understand that over eighteen months ago, Mark hired a person off the Alexandria, Virginia welfare rolls to work in his flagship company, Columbia, Capital Corporation. She is still employed with the company, and by Mark's account has been a model employee.

Except for Tim Johnson, Mark came closer to winning than any other Senate challenger in the country. His showing earned him respect throughout Virginia as a man with a bright political future, as well as giving him a nationwide profile.

The unfinished business of welfare reform is to ensure that jobs are available when welfare recipients leave the welfare rolls. I believe Mark's experience and contacts would make him a perfect person to play a leading role in this crucial effort.

Sincerely,



Gerald S. McGowan

The First Lady
Chelsea V. Clinton
Scheduling -
Patti Solis
Stephanie Street
Anne Hawley

Anne Stylinski
Good Ed thing to do -
I started this school
PG

THE WHITE HOUSE
WASHINGTON

16

The Flammang Family
11012 King Arthur Drive
Little Rock, Arkansas 72209

Dear Marianne, Tom,
Rebecca and Elizabeth:

Thank you for your Christmas letter and card.
We all enjoyed seeing you last month and are
hoping that you'll be able to come up for the
festivities next month. We would love for you
to be able to share in the celebration with us.

Thanks, too, for inviting us to speak at
Elizabeth's graduation. While we don't yet
know what next May will hold for us, we have
made our schedulers aware of your request.

Merry Christmas!

Sincerely,

Bill Clinton

Mr. President, Hillary and Chelsea,

*With warmest thoughts
and best wishes
for a wonderful Christmas.*

Hope all of you have a wonderful
Christmas and health and happiness in 1997.

Tom, Marianne,
Rebecca, Elizabeth



Dear Mr. President, Hillary and Chelsea,

We all hope that you have a most enjoyable holiday season. It was so nice to have been able to see you both while you were in Little Rock. You must all be happy that it is all behind you, and that you can now concentrate on all the challenges ahead of you. It seems hard to believe that four years have already flown by.

It is hard to believe that in 5 ½ short months, Elizabeth and Chelsea will be graduating from high school and will be ready to tackle the next phase of their academic challenges. I know that Elizabeth is really agonizing over, and wrestling with where she wants to go to school, and what exactly she wants major in. Right now she is knee deep in college applications, essays, etc.

I, as president of the School for Mathematics and Sciences Parent Association, would like to extend an invitation to both of you, to come and speak at Elizabeth's graduation. I know she would be thrilled if you could come and help celebrate this event. I know you have very full schedules, but just wanted you to know that we would be happy if you could consider being the graduation speaker. Graduation is set for May 24, 1997 at 2 p.m. at the Hot Springs Convention Center. If you could let me know if this is feasible and who I need to write please let me know.

Elizabeth has been talking to Chelsea about Inauguration festivities, and Chelsea had told Elizabeth she could come for a visit in January. If you could let me know what dates she would be able to come, I would really appreciate it. I have to make airplane reservations for her, and I keep hearing rumors that the airplanes are filling up quickly. So far, I have seen very little if anything at all in the newspapers about the festivities, so have no idea which days the celebration is going to be.

Thank you so much for allowing Elizabeth to come for visits over the years, I cannot tell you how much she enjoys spending time with Chelsea as well as the both of you. I am glad that they have been able to keep up their friendship even though they are so far apart, thank goodness for telephones, because I do know that keeping in touch by writing is not Elizabeth's strong suite.

MERRY CHRISTMAS

HAPPY NEW YEAR

Marianne Flammang
Tom, Rebecca
Elizabeth

THE WHITE HOUSE
WASHINGTON

cc: w/ incoming:
Bob Nash

good guy - ~~sure~~
Am ~~for~~ ~~to~~
consider him too
B

December 24, 1996

David L. Jackson, M.D., Ph.D.
2369 Boston Street
Baltimore, Maryland 21224

Dear Dave:

Thank you for your thoughtful letter of November 13. As you well know, I'm very grateful for all your assistance during the past several years, and I appreciate your willingness to serve the Administration. I'll give your suggestion serious consideration and have made Bob Nash aware of your interest once again.

Happy holidays to you, Doty, and Elizabeth. We hope to see you in Hilton Head.

Sincerely,

Bin

mf need
rhp

November 12, 1996

President William Jefferson Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500-2000

Dear Mr. *Bill* President:

The election sent a clear signal from the American people that we must continue on the path you have pursued on their behalf over the past 4 years. Doty, Elizabeth, and I want to congratulate all the Clintons for their collective victory and express our appreciation for the effort and personal sacrifice that this required.

As you move into your second term, I believe that there are opportunities for significant progress on a wide array of issues. America must work together to craft solutions to the challenges posed by entitlement programs. We must also balance the budget, while protecting the priorities you so effectively articulated. There are also real possibilities for progress in health care.

We must develop an effective response to the human and systems challenges posed by 40 million uninsured Americans. I appreciated the opportunity to assist in some small way in the 1992 and 1996 campaigns, on the transition team, and the Task Force/Reform struggle over the past 4 years. While on the transition team, I supported a number of suggestions I believe deserve consideration in the second term. These were made without any "self interest", as in 1993 I was not in a position where I could accept an appointment to a health care position. Then, I strongly supported combining the positions of Surgeon General and Assistant Secretary of Health into one position. I also supported the possibility of creating a position of Under Secretary of HHS for Health Policy, as long as there is no need for additional statutory authorization for such an organizational arrangement at the Department (although with the reorganization of DHSS, this may not be as relevant).

As you may recall, Ann Wexler and other colleagues proposed me for consideration during the 1995 selection of a Surgeon General. I permitted my name to be put forward at that time (unlike in 1993) and was honored to be considered. It is truly sad that as fine a person as Dr. Foster could not be confirmed in the heat of pre-election Washington. However, with the need for progress on a wide range of health issues over the next 4 years, I believe that the position of Surgeon General must be filled. This will occur in a politically charged environment, and the appointee must be an individual who can work effectively within the Administration and with the Republican and Democratic leadership in the Congress. The strategy (tactic) of combining the positions of Surgeon General and Assistant Secretary for Health could help make this more "doable".

This is not to suggest who should be appointed to this or any other position. It is to affirm that I am personally now in a position where I am able, and would be privileged, to return to public service during your second term, if you believe there is a positive role I could play. I will let colleagues who have already approached me to offer their support work through the normal channels within the administration to "update" whatever files were created during the Surgeon General review - and to share their ideas with the appropriate staff at the White House/DHHS concerning which, if any, of the open positions in health care could create a positive "fit" between the needs of the position and whatever talents and energy I might contribute.

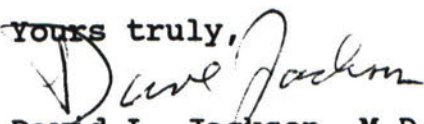
In addition to the positions noted above, the appointment of a biomedical scientist as Director of the Office of Science and Technology Policy could send a signal that biomedical issues are of increasing importance to our future (historically, the Director has been a physical scientist, while the Deputy Director has been a biomedical scientist). There is no inherent binding rationale to that hierarchy. Should this position be open in the second term, it is certainly an area where I would be honored to be considered.

The need for bipartisan cooperation for most meaningful change over the next two to four years is clear. I am particularly sensitive to this issue. When I served as Director of the Ohio Department of Health under Dick Celeste, Ohio had a Republican State Senate. In this setting, it was possible to work cooperatively with the Chairman of the Senate Health Committee, Sen. David Hobson (now Congressman Hobson). Ohio needed constructive responses to health care reform, Maternal and Child Health issues, AIDS, and the ethics of organ transplantation. With bipartisan cooperation, nationally recognized initiatives in these areas were successfully implemented.

Of course, I will always be delighted to assist you in any way - from the outside or the "inside" - that you deem of value. But since I have never directly communicated to you about any interest in returning to public service and had specifically removed my name from consideration in 1993, I did want to let you know that the world has changed since then (partly by specific design).

I hope your golf game in Hawaii goes well and that you and Hillary get at least a modicum of R and R before the work load returns to its normal fever pitch. Thanking you for your attention, I remain,

Yours truly,



David L. Jackson, M.D., Ph.D.
2369 Boston Street
Baltimore, Maryland 21224

PS:

December 9, 1996:

This letter originally was inadvertently sent without the correct zip code extension. Since I wrote it, I was pleased to receive a note from Bob Nash relaying that he had forwarded the letter to the Personnel office at DHSS. I re-sent it to you now (with the correct extension) because I wanted to ensure that you received it (I almost didn't send it at all, because of the enormous paper load you have to deal with every day. But I decided that this was the most direct way to let you know of the changes in my position since 1993). With health care issues a continuing challenge - and with areas opening up that are exciting (eg. Dr. Kessler's decision to step down at FDA) - I do want to be as helpful to your efforts in any way you would find of use. Hope we see you in Hilton Head. Doty and Elizabeth join me in extending our best wishes for a joyous Holiday season to Chelsea, Hillary, and you.


Dave Jackson.

THE WHITE HOUSE
WASHINGTON

cc: w/ incoming:
Erskine Bowles
Bob Wash
Agree with the person?
We should try to use
her - BC

December 20, 1996

Sandra W. Freedman
Number 700
3435 Bayshore Boulevard
Tampa, Florida 33629

Dear Sandra:

Thanks for your letter of November 22. I was so glad we had the chance to talk following the election and am grateful to hear about your willingness to serve the Administration. As you well know, I have great respect for all that you've done for Tampa and appreciate your friendship through the years. I've made Erskine Bowles aware of your interest.

Hillary and I hope you have a happy, healthy holiday season.

Sincerely,

Bill Clinton

7/11

SANDRA W. FREEDMAN

rec'd
12/1/96

3435 Bayshore Blvd. #700
Tampa, Florida 33629
(813) 831-3442

November 22, 1996

The Honorable William Jefferson Clinton
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20502

Dear Mr. President:

I want to thank you for your telephone call expressing your regret that I was not successful in my Congressional campaign. While the outcome of the campaign was disappointing, I have put the campaign behind me and am looking forward to the future. Your friendship and support are very special to me, and your willingness to take time out of your schedule to call means quite a lot to me.

I would also like to take this opportunity to mention that I am very interested in any opportunities or positions, in or out of Washington, available to one with my qualifications and experience. In this regard, I have enclosed a copy of my resume.

Thank you again for your thoughtfulness and support.

With warmest regards,

Sandy

Sandy Freedman

Enclosure

Sandra W. Freedman

3435 Bayshore Blvd., #700

Tampa, Florida 33629

(813) 831-3442

Professional Career:

*** Mayor of the City of Tampa, Florida, July, 1986 to April, 1995.**

Served as first and only female Mayor of Tampa for nine years. Elected Mayor twice, tenure ended in 1995 due to term limits.

- * Responsible for daily operation and management of city and all municipal agencies, departments and services, including police, fire, housing, water and sewer, land planning, development and zoning, parks and recreation.

- * Responsible for formulation, implementation and management of City of Tampa's annual budget which exceeded \$400 million.

- * Redeveloped and revitalized Tampa's housing and urban development agency by creating innovative housing programs through formation of public-private partnerships between City of Tampa, local lending institutions and private non-profit organizations. Housing programs received national acclaim.

- * Emphasized community relations and civic participation through the CommUnity campaign and creation of numerous neighborhood and community groups.

- * Created City of Tampa's first Women's and Minority Business Enterprise program.

- * Promoted City of Tampa Summer Jobs Program, a job training program for youth.

- * Created numerous law enforcement, anti-crime programs, including Q.U.A.D., a program nationally recognized for the effective elimination of street-level drug sales.

- * Founded Paint Your Heart Out, Tampa, a program in which volunteers paint homes of low-income or disabled elderly residents.

- * Fostered city-wide business and economic development, from 1991 Super Bowl being awarded to Tampa to relocation to Tampa of companies such as Salomon Brothers and T. Rowe Price.

- * Developed strong records of growth management and fiscal responsibility.

*** Bipartisan Commission on Entitlement and Tax Reform, 1994.**

- * Presidential appointee to national commission to review and recommend changes to federal entitlement programs and tax laws.

*** Tampa City Council Member, 1974 to 1986.**

- * Served as Chairman of the Tampa City Council from 1983 until becoming Mayor in 1986.

Activities:

Member and/or director of numerous political, business, educational, public service and charitable organizations, including the Hillsborough Education Foundation and the Judeo-Christian Health Clinic. Past participation in numerous similar organizations, including former board member of National Civic League, past Chairman of the Board of Berkeley Preparatory School, and past board member of Hillsborough County Aviation Authority and Tampa Port Authority.

Major Honors:

Job Training Partnership Act Presidential Award
Florida Home Builders Association Housing Hall of Fame
Greater Tampa Chamber of Commerce Hall of Fame Award
Hillsborough Women Lawyers Achievement Award
Tree of Life Award, Jewish National Fund
Florida AIA Architectural Awareness Award
University of South Florida Distinguished Citizen Award
City of Tampa Human Rights Award
National Conference of Christians and Jews Humanitarian Award
Speaker -- 1992 Democratic National Convention
Former City of Tampa, State of Florida and Florida Intercollegiate Tennis Champion

Education:

University of Miami, Miami, Florida. Degree: B.A., Government, 1965
Plant High School, Tampa, Florida, 1961

Interests:

Family, Politics, Travel, Tennis

REFERENCES AVAILABLE UPON REQUEST

No copies indicated

THE WHITE HOUSE
WASHINGTON

December 24, 1996

Richard D. Lawrence
CBLD Building
36 East Seventh Street
Cincinnati, Ohio 45202

Dear Dick:

I was so happy to hear you were named the most distinguished lawyer in Northern Kentucky this year. It's a great and well-deserved honor, and Hillary and I certainly understand about your needing to be there for the ceremony. Fortunately, we have four more years to celebrate the holidays here.

Thanks so much for passing along Debbie's card. It was wonderful, and I'm grateful for all that you've done for her.

We hope you and Diana have a very happy and healthy holiday season.

Sincerely,

Bill Clinton

RICHARD D. LAWRENCE & ASSOCIATES CO., L.P.A.
ATTORNEYS AT LAW

CBLD BUILDING · SUITE 2020
36 EAST SEVENTH STREET · CINCINNATI, OHIO 45202-4434
TELEPHONE (513) 651-4130 · FACSIMILE (513) 651-0525

RICHARD D. LAWRENCE*
THOMAS C. KORBEE*
JILL GUSTAFSON
MARK B. SMITH*
DONALD L. RICHARDSON*
JENNIFER L. LAWRENCE

*ALSO LICENSED IN KENTUCKY

December 10, 1996

OFFICE OF THE PRESIDENT OF THE UNITED STATES
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. President & Mrs. Clinton:

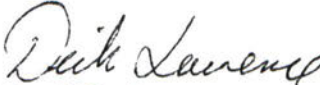
Thank you so much for the autographed books, the Christmas card and the invitation to the holiday dinner at the White House on December 13th. We were really looking forward to saying hello to both of you again and can't express how much Diana and I were anticipating a wonderful evening at the White House.

After reserving, I felt the obligation to cancel because I am to be honored at the Northern Kentucky Bar Association's annual dance which, coincidentally, is on December the 13th. The award is designated as the most distinguished lawyer award, which is given annually. Upon receipt, the name of the lawyer is entered on a plaque at each courthouse in northern Kentucky. Traditionally, the honoree receives the award at the dance and speaks for a few moments. Upon reflection, I felt that it was absolutely necessary for me to be there as not to diminish, in any way, from the award.

With all the criticisms that lawyers receive, I believe it is more important than ever that each lawyer do his or her utmost to raise the standards of our profession and, at the same time, recognize and appreciate the accomplishments of our own as to reinforce the self-esteem each lawyer needs to approach the important tasks of our occupation with continued enthusiasm. This award means so much to me because it comes from the people who know me best.

Please accept my deepest regrets for my cancellation. I am so honored to be involved in support of an administration which cares so much for the American people. Best wishes for a happy advent season and a Merry Christmas.

With warmest regards,


Richard D. Lawrence

P.S. Please find enclosed a card from a co-worker which I think you will enjoy.


To Secretary

This guy is really
our friend - works in
Europe for Consumer
trust - As Ned-

WHITE HOUSE
WASHINGTON

December 24, 1996

L. Michael Hardgrave
4902 Smith Road
Plano, Texas 75094

Dear Mike:

Thanks for your letter of December 3. As
always, I found it to be helpful, and I'm very
grateful for your willingness to serve the
Administration. I've made Erskine Bowles aware
of your interest and have asked our personnel
folks to look at your various recommendations.

My best to you, Nan, and Jason for a joyous
holiday season. We hope to see you all here
next month!

Sincerely,



I can't believe you
would come into government!
All so what I can do -
Thanks for offering.

mf
rec'd 120

3 December 1996

4902 Smith Road
Plano, TX 75094
Office: 972/705-3697
Home: 972/422-4234

President Bill Clinton
The White House
Washington, D.C. 20500-2000

Dear Bill,

Well the election is over -- CONGRATULATIONS! That applies to both winning and just its being over. Perhaps now you can get back to the hard work of running a country. Nan and I appreciated the invitation to attend one of your rallies, the one at Ft. Worth. I think you saw us out in the VIP crowd near the band, but that was a zoo!

Despite all the post-election analysis of what the general population thinks about performance/integrity, liberals/conservatives, or Democrats/Republicans, it appears that in the majority of races the best qualified person won. Much as I dislike Phil Gramm for instance, he is probably better qualified than Morales. I would have liked to see a few more races go Democratic, but you still have a pretty moderate Congress to work with. Should be a productive few years.

* What's the possibility of getting Inauguration invitations for Nancy and I, plus Jason and his girlfriend? Joe and Fran said they really enjoyed the first one, and I would love to let Jason and Nan experience some of the aura of the Presidency that you've given me the pleasure of experiencing over your current term. In any case, I look forward to continuing to share with you some of my "outside the beltway" views of the business climate as you continue to pursue a successful economic and trade improvement policy.

Since this is Thanksgiving weekend and I know you will be announcing many of the cabinet members when you return to D.C., let me just comment on a few next-level appointments. Obviously Perry is the best SECDEF we have had for a long time and will be sorely missed. I hope you encourage Paul Kaminski to stay, however. He, Colleen Preston, and Steve Kelman have really accomplished a lot in the world of Acquisition Reform. I'm not sure Deutch will be as strong in this arena, but I really don't support Nunn - seems like Senators and SECDEF slots demand a different approach to the job.

The night before the election I met with Kelman and Preston in the Old Executive Building to discuss some of the upcoming changes to the Federal Acquisition Regulations - Part 15, and he commented on having gotten one of my earlier letters to you forwarded

to him for consideration. Fortunately he agreed with most of my suggestions, and it helped give us a good basis for discussing some of the issues at a more substantive level than if I just had met him cold. It was my first time to visit with him, and I really liked him. Not your typical Washington bureaucrat! We need more like him.

In the Office of Secretary of Defense, you might want to consider Art Money, the AF Undersecretary, as the Assistant Secretary for C3I, Emmett Paige's replacement. Al Edmonds from DISA won't be a bad choice, but Money may bring some better industry balance to the job versus just military thinking. I really miss having Deborah Castleman at OSD. She just couldn't take the Paige persona, but it'd be nice to see her return in a key slot.

Although Hinson certainly had his troubles at the FAA (and I personally thought a few decisions were bad), he did a pretty good job overall. I am very disappointed about how George Donohue performed trying to improve the acquisition as well as the R&D process at the FAA. I had high hopes for him, but his ego and total academic approach got in his way to actually making any improvement to the system. No matter what they are telling you, the FAA is still not able to manage a successful program from conception to delivery - frightening isn't it!

Well too much personnel rambling on my part. If you would entertain it, I would certainly like to be considered for a position in your administration this round. I believe I could make a contribution to forwarding your Better Government ideas.

Keep up the focus on the economy and international trade improvements. Bi-partisan activity may result in true changes to the CPI, welfare reform, and campaign reform in this term. On a personal note, I think you should open up as much as possible on all the ethics issues and just put them to bed as quickly as possible. There's too much real work to get done, and you're the only one that can keep it all on track!

Good luck over the next several months getting your new team in place. Nan and I look forward to visiting with you next time you're in Dallas. Have a wonderful holiday season with Hillary and Chelsea.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mike", with a long, sweeping horizontal line extending to the right.

— Mike Hardgrave