

THE WHITE HOUSE
WASHINGTON, D.C. 20500

DATE: 2/8/97

TO: E. Kamarck
B. Reed

FROM: Staff Secretary

FYI--was forwarded to the POTUS
this weekend.

Chron

Phyllis N. Segal

23 January, 1997

Dear Mr. President,

Your inaugural speech prompted the action idea described in the attached letter. It is relatively easy to initiate, and I believe will produce results.

I hope this helps achieve the "new government for a new century" you have so compellingly defined. With best regards,
Phyllis



Phyllis N. Segal
Chair

UNITED STATES OF AMERICA
FEDERAL LABOR RELATIONS AUTHORITY

WASHINGTON, D.C. 20424
(202) 482-6500

January 23, 1997

The President
The White House
Washington, DC 20500

Dear Mr. President:

Congratulations on an Inaugural Address that defined in such clear and compelling terms where we are and where we need to go as a nation.

This memo proposes action to achieve the powerful vision you set forth of the "*new government for a new century*" that is "*humble enough not to try to solve all our problems for us, but strong enough to give us the tools to solve our problems for ourselves.*"

During the past four years, your National Performance Review initiative emphasized reforms to create a government that "works better and costs less," which obviously must continue. I suggest a new focus for the second term: reinvention activities aimed at transforming government to play the new role of providing tools rather than answers. I am confident that there is much we can accomplish within the Executive Branch to promote this transformation. Each agency can find ways, large and small, to refocus how it does business, to emphasize helping people solve problems for themselves.

The most obvious applications are in programs like AmeriCorps and welfare reform. But there are less obvious ones as well that can reinforce the theme. To illustrate the potential in even unlikely places, I enclose a brief description of changes in progress at this small "quasi-judicial" agency you have given me the opportunity to lead. Each of your appointed agency heads could be directed, and assisted by the National Performance Review, to similarly focus on what has been (and can be) done to redirect their agency's work to give people tools for solving their problems. I predict we will uncover a rich source of ideas, and list of achievements, to become part of the legacy of your Administration.

Let me know if I can be of help in further developing this idea.

Respectfully yours,

A handwritten signature in dark ink, reading "Phyllis N. Segal". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.
Phyllis N. Segal

Enclosure



UNITED STATES OF AMERICA
FEDERAL LABOR RELATIONS AUTHORITY
WASHINGTON, D.C. 20424

Creating Tools for Constructive Labor-Management Relations in the Federal Sector

The Federal Labor Relations Authority is in the process of transforming itself: from an agency that historically defined its role as enforcing the Federal Service Labor-Management Relations Statute, into one that emphasizes achieving constructive labor management relations between federal agency employers and the unions that represent federal employees.

We continue, as we must, to carry out the statutory responsibility of our different components to investigate, prosecute and decide labor law cases, and resolve bargaining impasses. However, instead of seeing this enforcement/adjudicatory role as an end in itself, our focus has shifted to giving employers and unions the tools with which they can solve their own problems within the structure of rights and responsibilities created by the law. This shift is reshaping our work in the following ways:

- ✓ Forcing recognition that the greatest value to be derived from litigating and deciding labor law disputes comes from developing clear and stable doctrine to guide people in their labor-management relationship. We have transferred our primary focus (and our resources) to: cases where the law is unsettled; decisions that are clearly articulated so they guide the parties in the future, and soundly reasoned so they will withstand judicial review; and doctrine that emphasizes the responsibilities of parties to each other. Rather than measure agency accomplishment by the volume of our caseload or the number of decisions issued, our success will come when we reduce the number of: cases that need to be litigated; decisions that simply apply settled doctrine; decisions that are appealed to the courts; and appeals that result in reversals. The benefit will be swifter resolution of conflict, and taxpayer dollars saved.
- ✓ Introducing innovative approaches, at all levels of disputes filed with the FLRA, to help labor and management representatives find their own solutions to their conflicts. As we work with parties to resolve particular disputes, we strive to give them more than a settlement of that one dispute, by teaching them skills and giving them resources to problem-solve on their own in the future. These efforts are being carried out in all components of this agency: by our Office of General Counsel field staff, where ULP complaints and representation petitions are filed; by Administrative Law Judges, who conduct hearings and issue decisions in unfair labor practice cases; by staff who intervene in appeals filed with the Authority panel for decision; and by bilateral resolution of bargaining impasse disputes at the Federal Services Impasse Panel. As a result, we have seen: voluntary settlements of ULP complaints increase by over 35% in the last year; a 30% reduction in ULP charges filed over the last three years; a dramatic reduction in "frequent filers"; settlements accomplished earlier in the process, as indicated by a 50% reduction in last minute "court house step" agreements; and negotiability cases filed with the Authority being resolved without the need for a decision.

THE WHITE HOUSE
WASHINGTON, D.C. 20500

DATE: 2/8/97

TO: S. Streett
A. Hawley

FROM: Staff Secretary

FYI -- Was forwarded to the
POTUS this weekend



United States Department of the Interior

OFFICE OF THE DEPUTY SECRETARY
Washington, D.C. 20240

February 4, 1997

97 FEB 5 PM 3:48

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

Dear Mr. President:

During the White House reception for Leon Panetta on January 30, 1997, you asked me about your pending trip to California and if there is a need for you to be involved in the flood issue.

Enclosed is a memorandum that I sent to Vice President Gore on this subject. I believe that either you or the Vice President could and should conduct a meeting with affected California stakeholders to review the flood response by private, local government, State, and Federal agencies.

I believe that a meeting is more important and feasible than a tour, but if a tour is desired, I suggest a visit to a levee break that is under repair.

Sincerely,

John Garamendi
Deputy Secretary

Enclosure
cc: Erskine B. Bowles



United States Department of the Interior

OFFICE OF THE DEPUTY SECRETARY
Washington, D.C. 20240

January 30, 1997

MEMORANDUM FOR THE VICE PRESIDENT

From: John Garamendi, Deputy Secretary
Department of the Interior

Subject: **California Floods - Follow Up**

The Situation

The floods in California will continue throughout this winter and spring. The repair of levees will take months. The planning, design, and construction of environmentally and structurally sound flood control facilities are at hand.

During your trip to the San Francisco Bay Area on February 19, you should meet with State, local, private, and Federal stakeholders to discuss Federal flood recovery efforts. This meeting would provide an opportunity to discuss the flood event; review the adequacy of the infrastructure to respond to an emergency; assess the damage; and discuss the development of a rehabilitation and future prevention strategy.

The Message

The coordinated and combined efforts of Federal, State, and private stakeholders can relieve immediate suffering, reduce danger and create long-term solutions.

The Issues

Flooding and recovery - The continued flooding and the ongoing repair and recovery will require extensive Federal efforts and financial resources. FEMA and the Corps of Engineers are providing immediate assistance. Their work could be highlighted by your follow-up visit.

Science to Support Sound Decision-making - The key to opening the door to various recovery options during the Mississippi floods of several years ago was the establishment of an interagency Scientific Assessment and Strategy Team. The Team which worked intensely over a period of several weeks to develop data and information to inform the decision-making process. You may recall that your call to

the FEMA Director was instrumental in obtaining the funds necessary to support the work of this team. I recommend that you call for the establishment of a Federal-State "California Flood Scientific Assessment Team," co-chaired by the U.S. Geological Survey and the California Department of Water Resources, to rapidly develop the scientific information required to make informed decisions about management options.

Long-term fixes - California and the Federal Government through the CAL-FED Bay Delta process are developing solutions to the water supply, flood, and environmental problems of the Central and Sacramento Valleys. The first step toward restoration of the valley's fish and riparian habitats are nearing completion and funding is available through the CVPIA Restoration Fund, the proposed 1998 Federal budget, and the recently passed California Proposition 204. Existing FEMA, Corps of Engineers, and USDA programs that are now available because of the floods can be used to "jump start" the Bay Delta process by setting back levees, purchase environmental easements, and restore natural habitats.

Preliminary Bay Delta Accord plans call for widening of the river flood ways, the set back of levees, and the establishment of natural habitats along the widened flood-way corridors. These plans are consistent with the Federal policies established in the Mississippi/Missouri region following the 1993 floods.

Controversial decisions regarding the development of additional water delivery and storage systems, and the allocation of water among environmental, agricultural and urban users have not been made. However, these issues should not be discussed at this meeting. In addition, substantial progress on restoration of the riparian habitat areas can help alleviate the flood and water supply needs in the region.

Suggested Event

To adequately cover the two issues, there should be two one-hour sessions, the first of which should consist of roundtable discussions with stakeholders and State, Federal, and local agencies. The second session should include a different set of participants, including farmers, Cal-Fed representatives, flood control officials, and Federal agencies. You, Mr. Vice President could open with a five-minute statement framing the issue. Presentations by the participants would follow, and you would close with a wrapup overview of Federal action, including Yosemite restoration, the future of the flood system, and global warming.

UNITED STATES
DEPARTMENT OF THE INTERIOR
OFFICE OF THE SECRETARY
WASHINGTON, DC 20240

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