

THE WHITE HOUSE
WASHINGTON

March 28, 1997

MR. PRESIDENT

Golfing Magazine has asked to
have this essay by the end of
today for printing deadline
purposes.

The President
wants a golf
to look at correct
fluff & correct
- improve &
Kevin Keefe

Phil Caplan

Chiron

THE WHITE HOUSE
WASHINGTON

March 27, 1997

THE PRESIDENT HAS SEEN
3/28/97

MEMORANDUM TO THE PRESIDENT

FROM: Ann Lewis
Ann Walker

37 MAR 28 AM 10:59

RE: Golfing Magazine Essay

You have been asked by Golfing Magazine to contribute an essay on the need to make golf more accessible to all people. In the cover letter they requested that you "join a distinguished roster of prominent golfers who are asking golf to open it up. Open up the courses to a new generation of golfers coming into the game, personified by Tiger Woods and in turn, opening ourselves up to a richer, deeper experience within the game in free association with a broader cross-section of society." The attached draft was prepared by Carolyn Curiel.

PRESIDENT WILLIAM J. CLINTON
ARTICLE FOR GOLFING MAGAZINE
MARCH 27, 1997
(for June Issue)

It takes playing golf to truly appreciate golf. It is a sport not like baseball, or football, or even basketball. If you are watching another golfer, you are a better spectator if you know the grief of not sinking a 2-foot putt, or the exhilaration of hitting a hole-in-one or an eagle. Even when you're winning, you feel for the other guy. That's the way golf is.

Golf is a bit like democracy. Neither should be just a spectator sport.

Golf was meant to be very inclusive. Some golfers are tremendously fit. But almost any person, male or female, even those only minimally fit and mobile, can take it up, and at any age. I've played with an 11-year-old ~~[Will Armstrong--Bob's son]~~ who knew his way around the course; with young pros who could plant the ball as if it had radar; with middle-aged players who had the patience and maturity to savor the game and still keep a competitive edge; and I've golfed with Bob Hope who at 91 years old has a strong, straight drive.

Golf was made for everyday people. That it has a reputation of being the sport of presidents and kings says less about the sport than the limits put on its access.

~~I didn't know much about those limits when I took up golf. I was in high school when my uncle gave me a set of clubs. I played with those clubs for a good long time. I think back on those days and I don't know what I would have done had there not been public courses.~~ ^{win}

People of all ages and walks of life should have the opportunity to play on the best golf courses our country has to offer. It is my hope that these courses will become more accessible to all golfers -- especially the new generation of young enthusiasts.

A golfer knows that improving his or her game is a never-ending process. For myself, I confess that sometimes I cannot resist, and I'll take a break from the Oval Office and head for the small putting green ~~that President Eisenhower had installed on the South Lawn.~~ And I'll steal some minutes to chip and putt away. It helps me think. At night, when Hillary is traveling, sometimes I'll put in a tape of one of the great pro golfers and watch his form. If I see it often enough, who knows? Last year, I broke 80, for the first time. When I injured my knee in March, I knew that rehabilitation would have to include golf, and it will, as soon as I can walk on my right leg again. But I am not aiming to be as good as I was. I want to be better.

I always believe I can improve my game, and I never intend to stop trying.

And I believe that we, as a nation, can improve the game of golf. We can indeed open it up in ways not done before. We can improve access to courses, we can offer clinics for youngsters who otherwise would not know the sport. We can groom a whole new generation of golfers, diverse as America.

And I have no doubt that if we do that, we'll discover a new Tiger Woods, a new Nancy Lopez or Lee Trevino and new Ben Hogans, too. The game can be bigger than ever, it can evolve into a new national pastime, one that has America not just watching, but doing. To reach that goal, we must never stop trying to improve the game of golf.

PETERSEN'S GOLFING

cc: horie McHugh

February 13, 1997

The President
The White House
Washington, DC 20500

Dear Mr. President:

In the upcoming issue of *Golfing* Magazine we have asked a number of prominent Americans to speak out on an issue which is important not only in golf, but in public life as well. The subject is the restoration of public access to golf's finest courses.

At *Golfing*, we revere the Scottish tradition of open access to the greatest courses, and we feel that the restriction of courses such as Cypress Point, Pine Valley and Augusta National to a privileged few is a national disgrace. In virtually no case were these privileged members instrumental in the building of the course. They simply were elected to membership based on wealth or connections.

The Scots give us a quite different model. Clubs such as the Royal & Ancient remain private, but the courses themselves (such as St. Andrews or Royal Dornoch or even Muirfield) are open to golfers either on an unrestricted basis or on application to the secretary.

I would like to invite you to join our distinguished roster of prominent golfers who are asking golf to "Open It Up." Open up the courses to a new generation of golfers coming into the game, personified by Tiger Woods, and in turn, opening ourselves up to a richer, deeper experience within the game in free association with a broader cross-section of society.

Our contributors to date include Lewis Lapham, the editor of *Harper's Magazine* (and grandson of the founder of Cypress Point); Grant Spaeth, a former president of the United States Golf Association; and Paul Conrad, the Pulitzer Prize-winning cartoonist. The addition of your voice, in a 500-word contribution, would add greatly to the impact of this important message.

Golfing, for your information, has a circulation of 200,000 and is published nine times a year by Petersen Publishing LLC. We anticipate that this section will reach a much wider audience through reprints and publicity.

The articles are scheduled to appear in our June issue. We would be happy to work this into an interview format, in light of your busy schedule.

I will follow up with your staff early next week. Thank you for your consideration of this request.

Yours in golf,

Max Lane
Max Lane
Publisher



PETERSEN PUBLISHING COMPANY
6420 Wilshire Boulevard, Los Angeles, California 90048
(213) 782-2800 FAX (213) 782-2804

Publishers of: MOTOR TREND • HOT ROD • CAR CRAFT • 4WHEEL & OFFROAD • SPORT TRUCK
CIRCLE TRACK • CHEVY HIGH PERFORMANCE • ROD & CUSTOM • MOTORCYCLIST • DIRT RIDER
BICYCLE GUIDE • MTB • GUNS & AMMO • PETERSEN'S HUNTING • HANDGUNS • PHOTOGRAPHIC • SKIN DIVER
SPORT • TEEN • SASSY • PETERSEN'S GOLFING and a variety of SPECIALTY PUBLICATIONS
Offices in: Los Angeles, New York, Chicago, Detroit, Atlanta



jgill @ penfield-gill.com
03/25/97 02:08:00 PM

Handwritten: Please see
5000 JP
ce

Record Type: Record

To: Nancy V. Hernreich

cc:

Subject: The Fox & The Chicken Coop

MIME-Version: 1.0

Content-type: text/enriched; charset=us-ascii

Content-transfer-encoding: 7BIT

Dear Mr. President,

3-27-98

Handwritten: To Doukhind for reply?
Yes ☒
No ☐

Thank you very much for your reply of March 11 to my email on the topic of your Administration's encryption policy. As I am sure you remember, this conversation goes all the way back to a dinner conversation we had one night in May of 1993.

Leaving Jim Hightower's dead armadillos in the middle of the road, I would like to suggest a few options for action which would go a long way to improving the reception of your policy.

But first I can not help but wonder how Uncle Remus, or at least Joel Chandler Harris, would have told the story of the Fox who wanted the keys to the Chicken Coop? Then there is Brer Rabbit who actually had the keys in two separate holes in the ground. The Fox, it turns out, did not want the Chickens communicating in secret about his actions or intentions. The Fox wanted all of the Chickens to think they had Privacy, while he made sure they actually had none. "Trust me," he said. "I am the Fox and I am here to protect you!"

Nobody was watching the Fox, except the Chickens, who had no way

to punish the Fox if he overlooked his commitment to Trust - got hungry, perhaps. And it was an open question as to how reliable Brer Rabbit was going to be in the long term. Would he cut a deal with the Fox? Be eaten by the Fox? Or simply get old and forgetful about his mission? Or would Brer Weasel and his Friend Brer Fisher raid the rabbit holes? The Chickens were beginning to wonder if this was a sound arrangement much less a good retirement plan. Should they buy insurance?

With that said, I would like to lay out some opportunities for creative action that would strengthen your position.

1. The Brer Rabbit problem: Acknowledge that key recovery/escrow is new and unproved technology with unknown reliability and safety. It is thus a dubious foundation for electronic commerce and privacy. You have the option to create a panel of experts, not limited to US government agencies, charged to explore all aspects of this proposed solution and to study of all of the options and possible unintended consequences.

A significant danger as I see it is , especially in a straight escrow system, the penetration of that system by insiders who then have the family jewels. Also the potential lack of security of such systems against the inevitable electronic attack from without. Large collections of escrowed keys will be one of the very most attractive targets for hackers, crackers and thieves from around the world.

2. The Brer Fox problem: The policy proposed by the administration specifically EXEMPTS law enforcement agencies from penalties if

they abuse their decryption authority. As I wrote in my previous message, this is ASYMMETRICAL regulation with no enforceable penalties for abuse by government agencies.

Self governance is a contract between the governed and the governors. My experience in business and life in general is that symmetrical contracts are the most successful long term solutions. As ever school child knows, our country was born rejecting asymmetrical contracts imposed from England.

While I trust your administration in general, even there experience seems to show that abuse of privacy and security of government records unfortunately can and will be done, even if inadvertently, from within government. In some future administration a "Nixon" president or his 'plumbers' could use that information to out McCarthy Joe M. It is critical to have harsh penalties for ALL parties for any abuse of such facilities and trusts. These should and must include all elected and appointed officials.

You have a straight ahead opportunity to insist that the relations between the citizens and their government are balanced and symmetrical. The government has nothing to hide from its citizens, but the asymmetry of the current situation suggests otherwise. Is it any wonder that sane people think you are being lied to by the Justice Department, the FBI and the NSA?

3. The question of the Privacy of the Chickens' Communications: Intercepting packets of data on the Internet [packet sniffing, as it is called] is not illegal. Packets of information on the National

Information Infrastructure have less protection than a first class letter or a telephone call. This inequality should be corrected post haste. You have a clear opportunity to propose corrective legislation and garner the credit for doing so.

One of my consulting experts tells me "I, for one, pgp anything I don't want to have looked at and soon I will have crypto protection end to end no matter what the network does." Clearly, on general principals, there should be as harsh penalties for the "opening" of the electronic envelopes and data packets, nationally and internationally, as there currently are for abuses of the telephone and mail privacy laws and regulations. Tampering with a data packet should be as much a Federal offense as tampering with first class mail or intercepting a cellular telephone call.

Your proposing legislation to correct this current over sight would be impressive. Unless you can make a persuasive argument that data packets deserve less protection than first class letters or telephone calls, you should not let this opportunity be snatched away from you by some one else.

4. The Missing Chicken Issue: There is no penalty for retrospective decryption of previously intercepted and stored packets.

A wire tap can only intercept calls made AFTER the enabling court order. If a government or other authority intercepts data packets sent by a person not in favor, perhaps holding unpopular views, and then at some latter time obtains a court order for legal decryption, should the previously intercepted packets be legally decryptable? What might be

the unintended consequences of this approach to regulation? I suggest there would be a chilling effect on free speech which is not consistent with our traditions.

You have the opportunity to propose corrected regulations which would strengthen our faith in self governance.

I hope the above suggestions for action will be of interest and will find favor with you. If you have a new Uncle Remus story about the Fox , Brer Rabbit, and all the rest, I'd love to hear it.

Best wishes for a speedy recovery of your knee.

Regards,

Jock

PS: If the below is true, as reported to me by an Internet savvy lawyer friend, it should make the above four options transparently acceptable.

"Even if it were true that we totally erased law enforcement's wiretapping capability, statistics show that this capability plays no significant role in producing convictions, and no role at all in preventing crime.

(Indeed, the standard for granting a wiretap order is the same for warranted arrest -- probable cause. We only wiretap suspects that we have already have enough evidence to arrest.)"

Or is the problem that law enforcement agencies, and perhaps others, want to relax the standards and be able to wire tap suspects for whom there is no probable cause? Would not this substantially erode our civil

liberties and become a black mark on the history of your
administration? I expect Joel Chandler Harris would have the
"chickens" wanting more privacy than less. Keeping the Fox out of the
chicken coop seems like their best winning story line. -- JPG

<center> _____

<bold> <color> <param>0000,8080,0000</param> Jock Gill

</color> </bold> Penfield Gill, Inc.

Boston, MA

<bold> <color> <param>0000,8080,0000</param> jgill@penfield-gill.com </color> </bold>

<bold> <color> <param>0000,0000,8080</param> < <http://www.penfield-gill.com/gill>

</color> </bold> _____ </center>

MEMORANDUM TO TODD STERN ✓
JIM DORSKIND

FROM: SYLVIA MATHEWS *SM*
RE: Children's Day 1997
DATE: 12 March 1997

Attached is a letter asking that the President take part in a Children's Day event this October 12. It also has copies of Presidential proclamations for the 1996 and 1995 versions of the day. Is this something we plan on doing again this year? I would like to write back to Ms. Zimmerman with the details of what we are planning. Thank you.

(I have also sent a copy to Don Baer to cover the event side of the request).

SM

*Back to
Dorskinn*

THE BERTRON COMPANY, INC.

January 15, 1997

Ms. Sylvia Mathews
Deputy Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. Mathews:

President Clinton has declared the second Sunday in October to be designated as a day to honor our Nation's children. The President has invited Federal, State and local governments to observe this day with appropriate ceremonies and activities.

In keeping with the spirit of the President's message, we have invited every governor to participate in a special event to celebrate National Children's Day on October 12, 1997. Currently, twenty governors have agreed to fly a Children's Flag beneath the State Flags at their respective state capitol offices to celebrate this day. Governor Mike Huckabee, of the President's home state of Arkansas, was one of the first to both agree and issue a state proclamation. We have enclosed a listing of the accepting states and samples of letters of acceptance.

In the enclosed Presidential Proclamations, President Clinton has urged all Americans to express their "love and appreciation for their children and all of the children of this Nation on this day and on every day throughout the year". President Clinton's second term programs, the new literacy program, the anti-drug program, the war on gang violence and the adoption program for foster children make him truly a "Children's President". We would be honored to have the Children's Flag flown in Washington, D.C. to commemorate this day. Please note that the flag could be mounted on a standing platform, if this display would be more appropriate. The design of the flag will most exemplify the American families love for their children and all of the children of this nation. The design itself will be presented to the public on national television. We are also proposing an appropriate National Children's Day ceremony that involves children.

Children's Day is a time of hope. It is a time to rededicate our efforts in working together to care, protect and guide our children. It is a time of sadness for those children who will never realize their full potential because of drug and alcohol addiction, physical and emotional violence and economic hardship. It is a time of happiness because on this day the American people will renew their commitment to their children and pledge to ensure a bright future for them. The flag itself does not represent any legislative agenda. It is an expression of a basic truth. We simply value our children. They are our future.

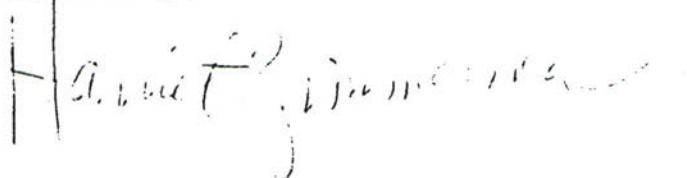
We are asking your office for a letter of acceptance for flying the Children's Flag and whether a White House ceremony could be arranged. We need the name and telephone number of a contact person and the appropriate flag size that would be required. There is no charge incurred. The cost of designing, manufacturing and shipping the flag will be paid for by the generosity of the American people.

We have enclose the following information:

- A) Presidential National Children's Day Proclamations for 1995 and 1996;
- B) A listing of states that have agreed to fly the Children's Flag;
- C) Samples of state acceptance letters;
- D) A professional recognition sheet and background news clippings.

I am an educator who has devoted over thirty years to my students and have appeared on 'Good Morning America', received a Presidential Commendation and Citations from both the United States House of Representatives and U.S. Senate. The Bertron Company is a non-profit and we can forward our IRS 501c(3) to your office. We would be happy to answer any questions you may have about our project.

Sincerely,

A handwritten signature in cursive script, appearing to read "Harriet Zimmerman".

Harriet Zimmerman
Director



National Children's Day, 1995

By the President of the United States of America

A Proclamation

All who have welcomed a child to the world can appreciate the sentiments of Ralph Waldo Emerson who wrote, "We find a delight in the beauty and happiness of children, that makes the heart too big for the body." Worthy of our deepest love and this Nation's most profound concern, children represent our dearest hopes for the future. We must ensure that they receive the care, protection, and guidance each child so richly deserves.

Millions of American children are fortunate to grow up in stable, affectionate families where they enjoy loving support. Yet far too many children lack this essential foundation, and countless young people suffer the terrible effects of hunger, poverty, neglect, and abuse. Today's families are plagued with problems that hinder their ability to tend to their children's well-being. Drug and alcohol addiction, physical and emotional violence, stress, and economic hardship all take a devastating toll.

Every one of us must take responsibility for reversing these alarming trends and for ensuring that all of our children have the opportunity to become vital, productive citizens. By getting involved now, we can reinforce the efforts of schools, churches, communities, and neighborhood organizations to strengthen families and to provide security and structure in our children's lives. Remembering that today's children will be tomorrow's leaders, educators, and parents, let us help them to look forward with hope and enthusiasm for the future.

NOW, THEREFORE, I, WILLIAM J. CLINTON, President of the United States of America, do hereby proclaim October 8, 1995, as National Children's Day. I urge the American people to express their love and appreciation for children on this day and on every day throughout the year. I invite Federal officials, local governments, communities, and particularly all American families to join together in observing this day with appropriate ceremonies and activities that honor our Nation's children.

IN WITNESS WHEREOF, I have hereunto set my hand this sixth day of October, in the year of our Lord nineteen hundred and ninety-five, and of the Independence of the United States of America the two hundred and twentieth.

William Clinton



National Children's Day, 1996

By the President of the United States of America

A Proclamation

Our Nation benefits when every American child is truly valued and cherished. We have no greater responsibility or hope for our future than our children, and the promise of a better tomorrow depends upon the love, support, education, and encouragement that we give to each of them. It is up to all of us—parents and families, schools, churches, and community organizations—to join in the critical endeavor of putting the needs of our children first. Only when we reaffirm our commitment to our children's well-being can we truly say that we are prepared for the challenges that await us in the next century.

America is a country of many blessings—a rich land, a thriving democracy, a diverse and determined people. Our culture is built on faith in freedom, and opportunity, and on the spirit of community. In a Nation of such infinite promise, too many of our children face great obstacles in reaching their full potential, and it is imperative that we not turn our backs on them.

Because safety, health, a clean environment, quality education, and economic security are the keys to a brighter future, they are necessary investments in the healthy growth and development of our children. Through measures such as expanding Head Start and child care, preserving Medicaid, enhancing child protection, protecting the environment, and increasing educational opportunity for all students, my Administration has demonstrated its commitment to ensuring that every child has the tools to become a productive citizen.

As we work together in a spirit of community, let us seek to instill confidence, hope, pride, and self-esteem in our young people. Because today's children are tomorrow's leaders, educators, and parents, all of us—adults and children—forever will benefit from this commitment.

NOW, THEREFORE, I, WILLIAM J. CLINTON, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim October 13, 1996, as National Children's Day. I urge all Americans to express their love and appreciation, not only on this day but also on all days, for their children and all of the children of this Nation. I invite Federal officials, State and local governments, and particularly the American family, to join in observing this day with appropriate ceremonies and activities to honor our Nation's children.

IN WITNESS WHEREOF, I have hereunto set my hand this eleventh day of October, in the year of our Lord nineteen hundred and ninety-six, and of the Independence of the United States of America the two hundred and twenty-first.

William J. Clinton

SPECIAL THANKS

Governors

Tony Knowles of Alaska
Mike Huckabee of Arkansas
Tom Carper of Delaware
Lawton Chiles of Florida
Zell Miller of Georgia
Benjamin J. Cayetano of Hawaii
Philip E. Bart of Idaho
Jim Edgar of Illinois
Evan Bayh of Indiana
Bill Graves of Kansas
Angus S. King Jr. of Maine
Paris B. Glendening of Maryland
Arne H. Carlson of Minnesota
Marc Racicot of Montana
George E. Pataki of New York
Edward T. Schafer of North Dakota
Lincoln Almond of Rhode Island
Michael O. Leavitt of Utah
Tommy G. Thompson of Wisconsin
Jim Geringer of Wyoming

as of January 15, 1997



Office of the Governor

STATE OF ARKANSAS
OFFICE OF THE GOVERNOR

State Capitol
Little Rock 72201

Mike Huckabee
Governor

Beth Anne Rankin

Public Relations and Governor's Representative

Mike Huckabee
Governor

State Capitol Building
Little Rock, Arkansas 72201
501/682-2345 / FAX 682-1382

January 3, 1997

Burt Zimmerman
The Bertron Company, Inc.
1880 Virginia Avenue
Elmont, NY 11003-4919

Dear Burt:

It was a pleasure visiting with you over the phone earlier this week concerning the National Children's Day observance coming up later this year in October. Governor Huckabee was happy to sign a proclamation and I certainly hope that you received your copy in the mail.

I wanted to let you know that Governor Huckabee has also given permission to fly the children's flag here at the Arkansas State Capitol on that day. The desired size is 5 by 8.

I wish you and Harriet the very best as you work to make this year's observance a memorable one.

Sincerely yours,

Beth Anne Rankin
Public Relations & Governor's Representative



STATE OF INDIANA

EVAN BAYH, Governor

DEPARTMENT OF ADMINISTRATION

Indiana Government Center South
402 West Washington Street, Room W479
Indianapolis, Indiana 46204

January 2, 1997

Ms. Harriet Zimmerman
Director
The Bertron Company, Inc.
1880 Virginia Avenue
Elmont, New York 11003-4919

Dear Ms. Zimmerman:

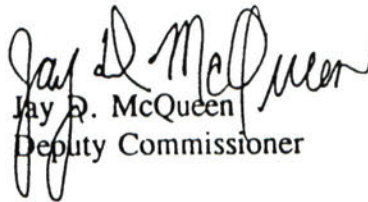
Thank you for your letter of December 2, 1996, directed to Governor Bayh regarding Indiana's participation in National Children's Day on October 12, of this year. Since Governor Bayh will officially leave office this month, he requested that the Indiana Department of Administration respond to your request.

Our agency has oversight responsibilities for the State Capitol and the flying of flags. It is possible that we would be able to accommodate your request and ask that you remind us and provide the flag, either size, to be flown approximately six weeks prior to the October 12, date. The point of contact for further coordination of this project is:

Mr. Ron Tolan
Operations Division
Indiana Department of Administration
402 West Washington Street, Room W478
Indianapolis, Indiana 46204
Telephone: (317) 232-3125

Again, thank you for writing. We appreciate the opportunity to participate in National Children's Day.

Sincerely,


Jay D. McQueen
Deputy Commissioner

JDM:sen

cc: Terri Roney, Governor's Office
Ron Tolan, State House Superintendent



EXECUTIVE CHAMBERS
HONOLULU

BENJAMIN J. CAYETANO
GOVERNOR

January 6, 1997

Ms. Harriet Zimmerman, Director
National Children's Day
1880 Virginia Avenue
Elmont, New York 11003-4919

Dear Ms. Zimmerman:

Thank you for your letter of December 2, 1996, requesting the State of Hawaii's participation to celebrate National Children's Day on October 12, 1997.

I would be happy to join the other states and territories by flying the Children's Flag over our State Capitol on October 12, 1997. You may send a 6 x 10 flag to:

Mr. Francis Lum
Protocol Officer
Governor's Office
State Capitol
Honolulu, Hawaii 96813

Should you need to contact Mr. Lum at anytime, his office phone number is (808) 586-0004.

I extend my best wishes for a most successful event.

With warmest personal regards,

Aloha,

A handwritten signature in cursive script that reads "Benjamin J. Cayetano".
BENJAMIN J. CAYETANO



OFFICE OF THE GOVERNOR

P O BOX 83720
BOISE 83720-0034

PHILIP E. BATT
GOVERNOR

(208) 334-2100

January 2, 1997

Bert Zimmerman
Bertron Co.
1880 Virginia Ave.
Elmont NY 11003-4919

Dear Mr. Zimmerman:

This letter is your official notification that the state of Idaho will recognize "National Children's Day" on October 12, 1997, by flying a 6-foot by 10-foot flag over the state capitol.

Very truly yours,

A handwritten signature in black ink, reading "Philip E. Batt", is positioned above the printed name and title.

Philip E. Batt
Governor

PEB:jap



State of Rhode Island and Providence Plantations

State House
Providence, Rhode Island 02903-1196
401-277-2080

LINCOLN ALMOND
GOVERNOR

December 20, 1996

Ms. Harriet Zimmerman
The Bertron Company
1880 Virginia Avenue
Elmont, New York 11003-4919

Dear Ms. Zimmerman:

Thank you for your recent letter to Governor Almond concerning Children's Day and your desire to have a flag flown over the Rhode Island State Capitol. The Governor has forwarded your letter to me for a response.

The Governor is honored to be a part of the celebration of Children's Day. Toward that end, an 8 X 12 flag should be directed to Janice Barbieri, Director of Programs, Governor Almond's Office, The State House, Providence, Rhode Island 02903.

Thank you again for including Rhode Island and Governor Almond in your plans.

Sincerely,

A handwritten signature in black ink, appearing to read "Ed Morabito", with a long horizontal line extending to the right.

Edward M. Morabito
Chief of Staff

EMM: cpsa5



STATE OF DELAWARE
OFFICE OF THE GOVERNOR

THOMAS R. CARPER
GOVERNOR

December 13, 1996

Harriet Zimmerman, Director
National Children's Day
The Bertron Company, Inc.
1800 Virginia Avenue
Elmont, NY 11003-4919

Dear Harriet:

In response to your letter regarding National Children's Day, we would be delighted to fly a flag in commemoration of this event. We will need an 8' x 12' flag, to be sent to the following contact person:

Sandy Mifflin
Department of Administrative Services
Margaret M. O'Neill Building, 3rd Floor
Federal Street
Dover, Delaware 19901

As requested, the flag will be flown on October 12 at Legislative Hall in Dover. If you would, please mail the flag in ample time for Sandy to make the necessary arrangements (she has already been notified).

On behalf of Governor Carper, I salute you for your continuing commitment to America's children.

Sincerely,

Andrew H. Lippstone
Deputy Press Secretary

cc: Sandy Mifflin
TATNALL BUILDING
DOVER, DELAWARE 19901
(302) 739-4101
FAX (302) 739-2775

CARVEL STATE OFFICE BUILDING
WILMINGTON, DELAWARE 19801
(302) 577-3210
FAX (302) 577-3118

W:\PRESS\LETTERS\KIDDAY.LTR



GEORGIA BUILDING AUTHORITY

1 Martin Luther King Jr. Drive Atlanta, GA 30334

Luther C. Lewis, Jr.
Executive Director
(404) 656-3253
Fax (404) 651-9614

December 18, 1996

Ms. Harriet Zimmerman
Director
The Bertron Company, Inc.
1880 Virginia Avenue
Elmont, NY 11003-4919

Dear Ms. Zimmerman:

Governor Miller has referred your letter of December 2, 1996, to me with regard to the flying a "Children's Flag" beneath the State flag at the Capitol on National Children's Day on October 12, 1997. I understand that Governor Miller will issue a Proclamation as you have requested, and you should coordinate issuance of same with Mr. Frank Bates, Executive Assistant for Community Relations, in his office. He can be reached at 404-656-1794.

The Building Authority is in charge of maintaining the Capitol building, as well as other State offices in and around Capitol Hill, including the flying of the flags at those facilities. The flags which fly over the Capitol are 5 X 8, and the flag which you send should be that size. If you have any questions or if I may be of further assistance, please do not hesitate to call me.

Sincerely,

Luther C. Lewis, Jr.

LCL:jc

cc: Frank Bates



OFFICE OF THE GOVERNOR
STATE OF MONTANA

MARC RACICOT
GOVERNOR



STATE CAPITOL
HELENA, MONTANA 59620-0801

December 16, 1996

Harriet Zimmerman
Director, The Bertron Co., Inc.
1880 Virginia Avenue
Elmont, N.Y. 11003-4919

Dear Ms. Zimmerman:

Thank you for your letter and offer of a children's flag to fly at our Capitol next October 12. We would be proud to fly such a flag here.

I would suggest that your best contact would be Debra Fulton of our Department of Administration. Her phone is (406) 444-3060. I would think the 6 x 10 flag would be fine. But she will be in touch with you if it is not.

Meanwhile, thank you for including us in this important observance.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Racicot", is written over the printed name.

MARC RACICOT
Governor

cc: Debra Fulton

Professional Recognition

A guest appearance on Good Morning America (September 19, 1991) for direction of a youth participation project during Operation Desert Storm.

An Excellence in Teaching Citation from Presiding Supervisor Joseph Mondello of the Town of Hempstead.

An Outstanding Educator award presented by Nassau County Executive Tom Gulotta.

A New York State Resolution in recognition of distinguished contributions and dedicated service on behalf of children, read on the floor of the New York State Senate on March 31, 1992 by State Senator Michael J. Tully Jr..

A Proclamation from State Senator Ralph J. Marino for commitment to the ideals and principles which our beloved nation was founded.

A Congressional Citation presented by Congressman Raymond J. McGrath, on behalf of the United States House of Representatives.

An Outstanding Educator award presented by Senator Alfonse D'Amato who entered the presentation into the Congressional Record of the 102nd Congress.

A commendation from former President of the United States George Bush for Community Service.

Testimonials and Awards

"The Town of Hempstead's heartfelt appreciation of Ms. Zimmerman's contributions to her township and its residents".

*-Presiding Supervisor of the Town of Hempstead
(America's largest town) Joseph Mondello*

"Your career is a model of professional excellence and personal accomplishment. Your devoted service as an outstanding educator have contributed significantly to the growth and development of our youth. The Persian Gulf project was a valuable tool for the students in teaching them the meaning of patriotism as well as the seriousness and fatalities of war. In addition, it symbolized the dedication and loyalty of our youth to our nation."

-Nassau County Executive Thomas S. Gulotta

"Your influence on generations of students is destined to long-endure, a continuing legacy of accomplishment, serving well the future of these young people and their communities."

-State Senator Michael J. Tully, Jr.

Testimonials and Awards (Continued)

"Your long and sustained commitment to the ideals and principles upon which this beloved nation was first founded, has so unselfishly advanced that spirit of united purpose and shared concern which is the unalterable manifestation of our American experience."

-State Senate Majority Leader Ralph J. Marino

"You are one of our most honored citizens - an individual in the educational field and in service to our nation's youth".

-Congressman Raymond J. McGrath, speaking on behalf of the United States House of Representatives

"It is time to pay tribute to a woman whose contributions and selfless giving have made a difference to her community and her country. Ms. Zimmerman, I salute you."

-United States Senator Alphonse D'Amato

"Your efforts profoundly influence the life of your community and they are a shining example for us all. Barbara joins me in saluting you and sending you our best wishes."

-President George Bush

**ELMONT
FRANKLIN SQUARE
WEST HEMPSTEAD**

TIMES

Vol. 49, No. 26

Friday, September 27, 1991

35 Cents

Elmont Teacher Leads Class To National TV Spot

Remember President George Bush's 1,000 points of light? According to Stewart Manor School teacher Harriet Zimmerman of Elmont, you can find a couple of dozen of them in her neighborhood. What's more, *Good Morning America* thinks so too.

Which is why this week, the nationally-televised morning program brought them in to Manhattan—to let their light shine before the entire country.

Specifically, *Good Morning America* brought together Petty Officer Bob Moore of the U.S.S. Midway and Ms. Zimmerman's third grade class of 1990-91 at Stewart Manor School. The sailor, teacher and 25 students, pen pals for a year, met for the first time on September 19 in the ABC Studios in Manhattan.

Correspondence between the students, from South Floral Park, Stewart Manor, and other communities, began during the Persian Gulf war, when the 3rd graders sent over 200 Christmas cards and letters overseas. When the war started, the kids began bringing in newspaper articles and they decided to write letters. Since nobody had a relative in the service, they sent their envelopes to "Any Serviceman."

Enter Bob Moore, 35, a career military man who has been in the Navy for 17 years. He was assigned to Strike Fighter Squadron 151, which is aboard the Midway. The ship arrived in the Gulf in early November and left in early March.

Bob wrote back to anyone who sent him a letter. "I felt any letter I opened up deserved a 'thank you' and a little note about what was going on," he said. "I wanted to let them



THIRD GRADERS AT STEWART MANOR School, along with Ms. Harriett Zimmerman of Elmont and Petty Officer Bob Moore, at ABC Studios in New York.

Congressional Award To Teacher

Stewart Manor School Instructor Gets More Honors For Collection

Congressman Raymond J. McGrath, on behalf of the United States House of Representatives, presented local educator Harriet Zimmerman with a Congressional Citation.

The award was presented to Ms. Harriet Zimmerman, who has distinguished herself as a teacher for 23 years in the Elmont Public School District.

Congressman McGrath cited the Elmont teacher for her demonstrated commitment to the highest standards of educational excellence.

The Congressman stated that the award is presented to the country's most honored citizens—those individuals in the educational field and in service to the nation's youth.

Ms. Zimmerman is the Stewart Manor Elementary School teacher who recently appeared on *Good Morning America*. She has received an Excellence in Teaching Award from Hempstead Town Presiding Supervisor Joseph Mondello and an Outstanding Educator Award from Nassau County Executive Thomas Gulotta.

Ms. Zimmerman's Persian Gulf Pen Pal Project supported the country's servicemen and women aboard the USS Midway during the darkest days of Operation Desert Storm.

The popular teacher stated:
"The aircraft carrier Midway launched a third of the 11,000 air strikes against Iraq. She was the only carrier not to lose a single man or plane."

Describing the tireless efforts of her students, Ms. Zimmerman continued, "I believe the prayers and letters of the students of Stewart Manor helped protect the men

and women aboard this gallant ship. Our children were the Guardian Angels of the USS Midway."

Ms. Zimmerman's project on behalf of the military in the Persian Gulf was exemplary of the different efforts launched in the Floral Park community as well as surrounding areas.



HARRIET ZIMMERMAN displays the latest in her recent accolades, a Congressional Citation received from Congressman Ray McGrath. Ms. Zimmerman was honored for her role in coordinating a writing campaign to servicemen and women in Operation Desert Storm.

NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22230

3-28-97
Signed copies
sent to
Whalen

MEMORANDUM

FOR: The President

FROM: Dr. Neal F. Lane *Neal Lane*
Director, National Science Foundation

RE: Conflict-of-Interest Waiver

As Director of the National Science Foundation (NSF), I would ordinarily participate in NSF's deliberations concerning awards under the Partnerships for an Advanced Computational Infrastructure (PACI) program. I have disclosed to the Foundation that I remain a tenured member of the faculty at Rice University, while serving the Foundation on a leave of absence from Rice.

While Rice did not itself submit a proposal, it is named as a partner under the proposal submitted by the University of Illinois (Urbana), as a partner under a proposal submitted by the University of Pittsburgh and Carnegie-Mellon University (PSC), and as a partner in a proposal from the University of California at San Diego (UCSD). Rice would receive about \$12.7 million over five years under the Urbana proposal, about \$624,000 over five years under the PSC proposal, and about \$2.3 million over five years under the UCSD proposal.

Under 18 USC §208(a), I would be barred from participating as a federal employee in the current PACI matter, because its outcome would have a direct and predictable impact on Rice's financial interests. However, 18 USC §208(b)(1) allows you, as the person responsible for my appointment, to grant me a waiver when an interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from me. Based on the recommendation from NSF's General Counsel and NSF's Designated Agency Ethics Official, contained in their March 26th memorandum to the Counsel to the President, and after their consultation with the US Office of Government Ethics pursuant to section 301(d) of Executive Order 12674 (as amended) and 5 CFR 2635.402(d)(4), I am requesting that you make such a determination in this case, because:

- (1) Rice is not proposed to be a leading-edge site.
- (2) I would receive no personal financial benefit from the funds proposed for Rice.

(3) The proposed support for Rice would not be likely to have a significant impact on that institution's overall budget.

(4) Any award recommendations I make would be reviewed by the National Science Board.

(5) My participation will be limited in scope. Specifically I will not personally engage in any negotiations or discussions with Rice staff on the PACI matter; and I will not participate in any NSF discussions with Urbana, PSC, or UCSD staff about Rice's budget if these institutions are ultimately selected as new leading-edge sites.

This waiver covers only my affiliation with Rice University and it allows me to participate in NSF's deliberations under the PACI program, subject to the limitations discussed in item (5), above, notwithstanding that affiliation. Other affiliations or relationships that would call for disqualification under 18 USC §208 are not covered by this waiver.

 X Waiver granted, subject to the conditions noted in item 5 (above), based upon my determination that the financial interests described are not so substantial as to be deemed likely to affect the integrity of the services the Government may expect from you as Director of the National Science Board.

 Waiver Denied.

William S. Clinton

March 28, 1997

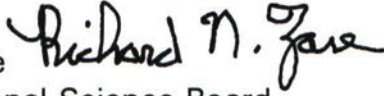
Date

cc: Stephen D. Potts
Kathleen Whalen

NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22230

MEMORANDUM

FOR: The President

FROM: Dr. Richard Zare 
Chairman, National Science Board

RE: Conflict of Interest Waiver

As Chairman of the National Science Board at the National Science Foundation (NSF), I would ordinarily participate in the Board's deliberations concerning Competition for awards under the Partnerships for an Advanced Computational Infrastructure (PACI) program. I have disclosed to the Foundation that I am a tenured member of the faculty at Stanford University.

While Stanford did not itself submit a proposal, it is named as an application technology partner under the University of Illinois (Urbana) proposal and under a separate proposal submitted by the University of California at San Diego (UCSD). Stanford would receive about \$505,000 over five years under the Urbana proposal. It would receive about \$677,000 over five years from the UCSD proposal.

Under 18 USC §208(a), I would be barred from participating as a federal employee in the current PACI matter, because its outcome would have a direct and predictable impact on Stanford's financial interests. However, 18 USC §208(b)(1) allows you, as the person responsible for my appointment, to grant me a waiver if you determine that my interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from me. Based on the recommendation from NSF's General Counsel and NSF's Designated Agency Ethics Official, contained in their March 26th Memorandum to the Counsel to the President, and after their consultation with the US Office of Government Ethics pursuant to section 301(d) of Executive Order 12674 (as amended) and 5 CFR 2635.402(d)(4), I am requesting that you make such a determination in this case, because:

(1) Stanford is not proposed to be a leading-edge site, but a limited partner site only.

(2) I would receive no personal financial benefit from the funds proposed for Stanford.

page 2

(3) The proposed support for Stanford would not have a significant impact on that institution's overall budget.

(4) My participation would only be as part of the National Science Board and its committees.

This waiver covers only my affiliation with Stanford University and it allows me to participate in NSF's deliberations leading to awards under the current PACI competition, notwithstanding that affiliation. Other affiliations or relationships that would call for disqualification under 18 USC §208 are not covered by this waiver.

 X Waiver granted, subject to the conditions noted, based upon my determination that the financial interests described are not so substantial as to be deemed likely to affect the integrity of the services the Government may expect from you as a member and Chairman of the National Science Board.

 Waiver denied.

William S. Clinton

March 28, 1997

Date

cc: Stephen D. Potts
Kathleen Whalen

THE WHITE HOUSE
WASHINGTON

Date 3/28/97

To: COS
CHARLES RUFF
KATHLEEN WHALEN
From: JOHN GIBBONS
The Staff Secretary

THE PRESIDENT HAS SEEN
3/28/97

THE WHITE HOUSE
WASHINGTON

March 27, 1997

MR. PRESIDENT:

The attached Ruff/Whalen memo recommends that you grant conflict of interest waivers to Dr. Neal Lane, Director of the National Science Foundation (NSF), and Dr. Richard Zare, Chairman of the National Science Board (NSB), to permit their participation in deliberations on awards under the Partnerships for Advanced Computational Infrastructure (PACI) program.

Background. The conflict of interest statute prohibits federal employees from participating in a matter that will have a direct predictable effect on their financial interests, including the financial interests of their employers. However, you have the authority to grant a waiver of the conflict law if you determine that the affected interest is not so substantial as to affect the integrity of the employee's services.

Dr. Lane is serving as Director of the NSF while on leave from Rice University, and Dr. Zare is a professor at Stanford University, serving in a part-time capacity as Chairman of the NSB. The NSF has solicited proposals under the PACI program to replace its four current supercomputer centers. All the final proposals name numerous partner institutions, including Rice and Stanford, along with most other leading U.S. research universities. However, neither Rice nor Stanford is proposed to be a leading-edge site, neither Dr. Lane nor Dr. Zare would receive personal financial benefit, and the financial interests of Rice and Stanford are not so substantial as to be likely to affect the integrity of the services of Drs. Lane and Zare.

Ruff and Whalen recommend you grant the waivers, and the General Counsel at NSF, the Office of Government Ethics, Jack Gibbons, and John Podesta concur. Given that the Board is meeting today and tomorrow to consider these issues, a timely decision by you would be very helpful.

☒ Approve waivers ☐ Disapprove waivers ☐ Discuss

Todd Stern *TS*
Helen Howell *Helen*

3/28/97

THE WHITE HOUSE

WASHINGTON

March 26, 1997

'97 MAR 26 PM 7:11

MEMORANDUM FOR THE PRESIDENT

THROUGH: ERSKINE B. BOWLES
CHIEF OF STAFF

FROM: CHARLES F.C. RUFF *CR*
COUNSEL TO THE PRESIDENT

KATHLEEN M. WHALEN *KMW*
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: Conflict of Interest Waivers

Attached are requests for conflicts of interest waivers, pursuant to 18 U.S.C. 208(b)(1), from Dr. Neal Lane, Director of the National Science Foundation, and Dr. Richard Zare, Chairman of the National Science Board, to permit their participation in deliberations leading to awards under the Partnerships for Advanced Computational Infrastructure (PACI) program.

As you know, the conflict of interest statute prohibits federal employees, including special government employees such as Dr. Zare, from participating personally and substantially in a particular matter that will have a direct and predictable effect on their financial interests, including the financial interests of their employers. 18 U.S.C. 208(a). Dr. Lane is serving as Director of the Foundation while on leave of absence from the faculty at Rice University. Dr. Zare is a tenured member of the faculty at Stanford University, while serving in a part-time capacity as Chairman of the National Science Board. Rice and Stanford were identified as partners in proposals submitted by others in connection with the PACI program.

The PACI competition is a highly complex project of vital importance to the Foundation and to U.S. scientific and engineering enterprises. The Foundation solicited proposals under the PACI program to replace its four current supercomputer centers. Each of the six final proposals named numerous partner institutions, including Rice and Stanford, along with most other leading research universities in the United States. The Foundation's staff and a distinguished panel of reviewers have reviewed the final proposals, and have made preliminary recommendations for awards. The next step ordinarily would be to forward these recommendations for approval to the Office of the Director. After review by the Director's Office, recommendations would be submitted to the National Science Board for final approval. The Board meets March 27 and 28, 1997 and will consider these issues at its meeting.

You have the authority to grant a waiver of the conflict law provided that you determine that the interest to be affected is not so substantial as to affect the integrity of the employee's services. 18 U.S.C. 208(b)(1). As described more fully in the waiver requests, Rice and Stanford have relatively small interests in the overall PACI project. Neither is the principal institutions requesting the funds, and neither stands to receive a disproportionately large sum of grant money.

For the reasons stated in the attached waiver requests, we recommend that you grant the waivers requested based on a determination that the financial interests of Rice and Stanford Universities are not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from Drs. Lane and Zare. The General Counsel at the National Science Foundation concurs in this recommendation, and the Office of Government Ethics has reviewed the requests and approves them. Due to the fact that the Board meets tomorrow and Friday to consider these issues, we recommend that you consider their requests as soon as possible.

NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22230

MEMORANDUM

FOR: The President

FROM: Dr. Neal F. Lane *Neal F. Lane*
Director, National Science Foundation

RE: Conflict-of-Interest Waiver

As Director of the National Science Foundation (NSF), I would ordinarily participate in NSF's deliberations concerning awards under the Partnerships for an Advanced Computational Infrastructure (PACI) program. I have disclosed to the Foundation that I remain a tenured member of the faculty at Rice University, while serving the Foundation on a leave of absence from Rice.

While Rice did not itself submit a proposal, it is named as a partner under the proposal submitted by the University of Illinois (Urbana), as a partner under a proposal submitted by the University of Pittsburgh and Carnegie-Mellon University (PSC), and as a partner in a proposal from the University of California at San Diego (UCSD). Rice would receive about \$12.7 million over five years under the Urbana proposal, about \$624,000 over five years under the PSC proposal, and about \$2.3 million over five years under the UCSD proposal.

Under 18 USC §208(a), I would be barred from participating as a federal employee in the current PACI matter, because its outcome would have a direct and predictable impact on Rice's financial interests. However, 18 USC §208(b)(1) allows you, as the person responsible for my appointment, to grant me a waiver when an interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from me. Based on the recommendation from NSF's General Counsel and NSF's Designated Agency Ethics Official, contained in their March 26th memorandum to the Counsel to the President, and after their consultation with the US Office of Government Ethics pursuant to section 301(d) of Executive Order 12674 (as amended) and 5 CFR 2635.402(d)(4), I am requesting that you make such a determination in this case, because:

(1) Rice is not proposed to be a leading-edge site.

(2) I would receive no personal financial benefit from the funds proposed for Rice.

(3) The proposed support for Rice would not be likely to have a significant impact on that institution's overall budget.

(4) Any award recommendations I make would be reviewed by the National Science Board.

(5) My participation will be limited in scope. Specifically I will not personally engage in any negotiations or discussions with Rice staff on the PACI matter; and I will not participate in any NSF discussions with Urbana, PSC, or UCSD staff about Rice's budget if these institutions are ultimately selected as new leading-edge sites.

This waiver covers only my affiliation with Rice University and it allows me to participate in NSF's deliberations under the PACI program, subject to the limitations discussed in item (5), above, notwithstanding that affiliation. Other affiliations or relationships that would call for disqualification under 18 USC §208 are not covered by this waiver.

_____ Waiver granted, subject to the conditions noted in item 5 (above), based upon my determination that the financial interests described are not so substantial as to be deemed likely to affect the integrity of the services the Government may expect from you as Director of the National Science Board.

_____ Waiver Denied.

Date

cc: Stephen D. Potts
Kathleen Whalen

NATIONAL SCIENCE FOUNDATION
4201 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22230

MEMORANDUM

FOR: The President

FROM: Dr. Richard Zare *Richard N. Zare*
Chairman, National Science Board

RE: Conflict of Interest Waiver

As Chairman of the National Science Board at the National Science Foundation (NSF), I would ordinarily participate in the Board's deliberations concerning Competition for awards under the Partnerships for an Advanced Computational Infrastructure (PACI) program. I have disclosed to the Foundation that I am a tenured member of the faculty at Stanford University.

While Stanford did not itself submit a proposal, it is named as an application technology partner under the University of Illinois (Urbana) proposal and under a separate proposal submitted by the University of California at San Diego (UCSD). Stanford would receive about \$505,000 over five years under the Urbana proposal. It would receive about \$677,000 over five years from the UCSD proposal.

Under 18 USC §208(a), I would be barred from participating as a federal employee in the current PACI matter, because its outcome would have a direct and predictable impact on Stanford's financial interests. However, 18 USC §208(b)(1) allows you, as the person responsible for my appointment, to grant me a waiver if you determine that my interest is not so substantial as to be deemed likely to affect the integrity of the services which the Government may expect from me. Based on the recommendation from NSF's General Counsel and NSF's Designated Agency Ethics Official, contained in their March 26th Memorandum to the Counsel to the President, and after their consultation with the US Office of Government Ethics pursuant to section 301(d) of Executive Order 12674 (as amended) and 5 CFR 2635.402(d)(4), I am requesting that you make such a determination in this case, because:

- (1) Stanford is not proposed to be a leading-edge site, but a limited partner site only.
- (2) I would receive no personal financial benefit from the funds proposed for Stanford.

(3) The proposed support for Stanford would not have a significant impact on that institution's overall budget.

(4) My participation would only be as part of the National Science Board and its committees.

This waiver covers only my affiliation with Stanford University and it allows me to participate in NSF's deliberations leading to awards under the current PACI competition, notwithstanding that affiliation. Other affiliations or relationships that would call for disqualification under 18 USC §208 are not covered by this waiver.

_____ Waiver granted, subject to the conditions noted, based upon my determination that the financial interests described are not so substantial as to be deemed likely to affect the integrity of the services the Government may expect from you as a member and Chairman of the National Science Board.

_____ Waiver denied.

Date

cc: Stephen D. Potts
Kathleen Whalen

- Clear ✓
- DARK ✓



FEDERAL DEPOSIT INSURANCE CORPORATION, Washington, DC 20429

OFFICE OF THE CHAIRMAN

March 13, 1997

The President
The White House
Washington, D. C. 20500

Dear Mr. President:

I am deeply grateful for the opportunity you have given me to serve as Chairman of the Federal Deposit Insurance Corporation.

The FDIC has accomplished an enormous amount over the past two-and-a-half years. We have achieved full capitalization of the deposit insurance funds with the strong support of your Administration and the Congress; we have incorporated strategic planning, greater budget accountability, and other modern management techniques into the operations of the Corporation; we have implemented innovative approaches to assess the effects of economic and other trends on the health of the banking industry; we have integrated the functions and staff of the Resolution Trust Corporation into the FDIC; we have enhanced internal financial controls, implemented an integrated financial management system, and expanded the use of technology to increase the efficiency and effectiveness of many of our functions; we have reduced the size of the FDIC by one-third in light of the return to strong health of the banking and thrift industries; and we have promoted women and minorities into key management positions.

These accomplishments would not have been possible without the dedication and hard work of the outstanding men and women of the FDIC, with whom I am honored to have served.

Having achieved what I set out to do as FDIC Chairman, I would now like to spend time with my husband and family and consider new opportunities and challenges. Accordingly, I submit my resignation as Chairman and as a member of the Board of Directors of the FDIC effective not later than June 1, 1997, or earlier when a successor is confirmed.

It is an honor to have served our country during your Administration.

Sincerely yours,

Ricki R. Helfer
Chairman

3/24/97

TO: BOB NASH
JOHN PODESTA
PAUL STERN

TODD:
I ASSUME

YOU
ALL

DRAFT
THE
RESPONSE

SM

THE PRESIDENT HAS SEEN

3/28/97

THE WHITE HOUSE

WASHINGTON

3-28-97

Dorinda for

Reply

clerk copied

Dear Mr. President:

I am writing to let you know that I am resigning as your Director of Scheduling effective March 21, 1997. I wanted to inform you in person of my departure date, but missed you due to your knee accident and your trip to Finland. I didn't want to leave without thanking you and without letting you know of my plans.

I hope you are feeling better. I have been through a similar knee surgery and you have my utmost empathy. Since my surgery in 1986, I still run and play golf with no problems with my knee. The rehabilitation will be frustrating at times, but you'll ultimately be fine. Hang in there!

My resignation was an extremely emotional and difficult decision for me for a variety of reasons. Serving you as a candidate and as President has been an honor. My parents always instilled in me that public service was the highest endeavor one could pursue. I am honored to have been your scheduler and to contribute to your Presidency and to the country. I will always be grateful for the opportunities you gave me. My parents are so proud that I had the opportunity to serve you and the country. Thank you.

Although I look forward to spending more time with my husband and experiencing new challenges in this next phase of my life, I feel a sense of loss and sadness about leaving you and the White House team. The relationships that you build are incredibly special. It is rare in life that you work with a group of people for a common purpose and goal.

I feel compelled to tell you my story of how I joined the campaign because you will hopefully find it humorous. It also gives you a glimpse at "how far we've come." I think in some ways this is at the root of my sentimentalizing.

I joined your campaign in November 1991 after hearing your announcement speech and your speeches at Georgetown University. I was amazed at the breadth of your vision for our country. Your ability to analyze the complicated problems that our country faced and articulate ways to solve them in real terms was a constant inspiration to me.

Because of those early speeches, I decided I wanted to quit my job for Rep. Alan Wheat and work on your campaign. I made a call to the campaign headquarters and Craig Smith answered the phone and Regan Burke, the scheduler, took my call. After interviewing with Regan over the phone, she hired me mainly because I had a computer and was willing to drive to Little Rock immediately. The campaign didn't have a computer system in place at that time. Funny how things work. I packed my car, drove to Little Rock and a week later I

had joined your campaign. When I walked into the headquarters, Patti Solis screamed, "Oh great, are you the computer lady!?" Patti has never let me forget that she thought I was the "computer lady."

The difficult and challenging times, whether on the campaign or at the White House, forged deep bonds. I have never worked on a team which had such a sense of camaraderie and common goals. You provided us all with a sense of purpose. You have never forgotten and you have never let your staff forget why we are public servants--to make a real difference in people's lives.

It was wonderful working for you. I want to continue to help you and the Administration in any way I can. Thank you again Mr. President.

Sincerely,

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

Anne W. Hawley

THE WHITE HOUSE
WASHINGTON

March 24, 1997

MEMORANDUM TO TODD STERN



FROM: BOB J. NASH,

Assistant to the President and
Director of Presidential Personnel

RE: LETTER TO ADMINISTRATOR DANIEL S. GOLDIN

Attached is a draft of a letter to Daniel S. Goldin, Administrator of the National Aeronautics and Space Administration, from the President, that I would like the President to sign. Adm. Goldin was appointed in 1992 by President Bush, has served the Clinton Administration for four years and will be remaining at NASA as Administrator. The Administrator's office requested some kind of written reassurance that it is the President's intention for Adm. Goldin to remain at NASA.

Could you please prepare a final letter for the President's signature regarding this issue?

TO JIM CLINTON ?
✓

yes
NO

Jim - please
done this down
appropriate
1/10/97

THE WHITE HOUSE
WASHINGTON

March 24, 1997

The Honorable Daniel S. Goldin
Administrator
National Aeronautics and Space Administration
300 E Street, S.W.
Washington, D.C. 20546

Dear Administrator Goldin:

I am pleased to take this opportunity to thank you for a job well done over the past four years. Your service has been exemplary, and it is with great pleasure to ask you to continue serving as Administrator at the National Aeronautics and Space Administration.

You have re-ignited America's interest and fascination with the space program by revolutionizing NASA and giving taxpayers better value for their investment. Under your leadership, NASA has become a model for reinvention of government and is truly opening the air and space frontier for the benefit of the country and the world.

I am looking forward to working with you in the future.

Sincerely,

Bill Clinton

3-26-97

ONEIDA INDIAN NATION



ONEIDA INDIAN NATION TERRITORY, VIA ONEIDA, NEW YORK

March 25, 1997

To Bob Nash after
you have reviewed?

Yes ☒

No ☐

B.

The President
The White House
Washington, DC 20500

Dear Mr. President:

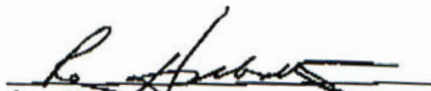
On behalf of the Oneida Indian Nation, I strongly urge your Administration to appoint an Indian to the National Gambling Impact and Policy Commission.

In December 1996, the Administration stated that an Indian person would be named to the Commission. However, we have recently learned that Tadd Johnson, an attorney, a former House of Representatives staffer, and a member of the Boise Fortc Ojibwe, is no longer under consideration. This is disturbing news.

A full one-third of the Commission's study issues are Indian and tribally related. It would be extremely unfair for the Commission to be so involved in Indian issues without a qualified Indian representative, who also has the endorsement of Indian Country.

Mr. President, the Oneida Indian Nation - and all of Indian Country - have a direct interest in this important issue. It is our hope that you will live up to your earlier pledge and name an Indian to the Commission.

Na ki? wa,


Ray Halbritter
Nation Representative

cc: Erskine Bowles, Chief of Staff
Bob Nash, Director of White House Personnel
Liz Montoya, Special Assistant to the President
PO Box 1 • Vernon, NY 13476
(315) 829-3090 • Fax (315) 829-3141

THE WHITE HOUSE
WASHINGTON

March 29, 1997

MEMORANDUM FOR THE PRESIDENT

THROUGH: ERSKINE BOWLES

FROM: MICHAEL WALDMAN *MW*

SUBJECT: SPEECHWRITER SEARCH

*to Shrum run the
speechwriter search*

As you may know, we are now in the process of hiring two new Presidential Speechwriters (because Jonathan Prince is moving to the Domestic Policy Council, and David Shipley has moved to the First Lady's office). The purpose of this memorandum is to let you know the process we are using to search for the best candidates, so you can give us your guidance on our approach, possible candidates, and individuals with whom we should consult.

I. GENERAL APPROACH

Speechwriting demands two different, sometimes overlapping approaches. It may be that the two new speechwriters would each embody one of the approaches.

First, because of the heavy volume of public appearances, we need to be able to quickly write polished remarks. (For example, in 1995-96 you made 1045 public statements, 25% more than President Reagan made during a similar pre-election period.) So we need to hire at least one writer who can especially produce a high volume of quality work, quickly.

Second, now that the election season is over, we have a chance to hire a "superstar" writer who can write with special elegance and eloquence, to be tapped especially for big speeches. All the speechwriters should be able to do both things, but this is a chance to hire someone who truly shines as a thinker or rhetorician.

For important speeches, we will continue to reach out to involve outsiders, especially Bob Shrum, who has made such a positive contribution to the State-of-the-Union Address and other speeches.

II. OUTREACH

We are working with the speechwriters, Don Baer, Ann Lewis, Melanne Verveer, and others, to compile suggested names. In addition, we have begun to gather suggestions from others outside the White House:

- Outside advisors and friends: e.g., Bob Shrum, Paul Begala, Al From, Vernon Jordan, Ellen Malcolm, George Stephanopoulos, Diane Blair.
- Agency speechwriters and communications people (e.g., Bob Boorstin [Treasury], Bennett Freedman [State], Loretta Ucelli [EPA], Melissa Scofield [HHS]).
- Journalists and editors: James Fallows, Charles Peters, Sid Blumenthal, Martin Walker.

III. PROCESS

Because their work is so important and so personal to you, the speechwriters must be individuals who understand your approach and views, and with whom you feel comfortable working.

So, as we proceed, please let us know if there are particular individuals you want us to talk to; you should also let us know your general thoughts on the type of person we should look for. It may make sense for you to meet with our recommended candidates, before they are hired.

We are pressed for time on filling at least the first job: When we have a proposed candidate (we have been administering blind writing tests to the better candidates), we will forward his or her name on to you.