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THE WHITE HOUSE
WASHINGTON

June 7, 1999


MR. PRESIDENT:

Attached is a DPC options memo on issuing a racial profiling data collection EO (or directive) prior to Wednesday's roundtable discussion with civil rights and law enforcement representatives. I've also attached a short memo from Chuck Ruff with his views. I recommend you read both.

Maria asked me to convey her thoughts; she thinks:

- it's important to note (as Chuck does) that the VP and AG have been publicly critical of racial profiling;
- civil rights groups may not view a data collection EO as bold leadership on this issue; and
- federal law enforcement agencies may not be *unalterably* opposed to the Edley approach.

DPC has a different view from Maria, especially on the last point. You should know that DPC did preview the EO with Wade Henderson, who responded favorably for the most part. Minyon Moore thinks it's important to tackle this issue in incremental steps (like this one), and believes it's worth doing before Wednesday's meeting.

Sean Maloney 

THE WHITE HOUSE
WASHINGTON

June 6, 1999

MR. PRESIDENT:

Attached is a DPC options memo on issuing a racial profiling data collection EO prior to Wednesday's roundtable discussion with civil rights and law enforcement representatives. I've also attached a short memo from Chuck Ruff with his comments. Maria is traveling, but thinks:

- it's important to note (as Chuck does) that the VP and AG have been publicly critical of racial profiling;
- civil rights groups will not view a data collection EO as bold leadership on this issue; and
- federal law enforcement agencies may not be *unalterably* opposed to the Edley approach.

DPC has a different view from Maria on this last point.

Sean Maloney 

THE WHITE HOUSE
WASHINGTON

June 4, 1999

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed

SUBJECT: Executive Order on Racial Profiling

Executive Order
on
Racial Profiling

You are scheduled to participate Wednesday in an hour-long roundtable discussion with about 30 representatives of the civil rights and law enforcement communities, possibly including Jesse Jackson, Kweisi Mfume, Al Sharpton, Wade Henderson, Hugh Price, FOP President Gil Gallegos, Boston Police Commissioner Paul Evans, and Baltimore Police Commissioner Thomas Frazier. This discussion is meant to help the civil rights and law enforcement communities find common ground on how to deal with police abuse and misconduct, including racial profiling. Although the Attorney General, Chuck Ruff, and I have met with most of the invitees in preparation for this meeting, many remain skeptical about each other's motives and about what the meeting will accomplish. We are hopeful that your involvement in the roundtable will help keep the civil rights and law enforcement communities working together on this issue.

Also in preparation for this meeting, we have worked with the Departments of Justice and Treasury to draft an executive order on this issue. The order starts with a preamble expressing, in general but strong terms, opposition to the use of racial profiling as a tool of law enforcement. The order then directs federal law enforcement agencies to set up a system to collect data on the race, ethnicity, color, and gender of the persons they stop, search, or otherwise examine. Within one year of implementing this system, the Attorney General must report the data collected and make any appropriate recommendations on how to promote greater fairness in federal law enforcement. Justice, Treasury, and the DPC believe that this order would constitute an effective way of demonstrating federal leadership in this area. The executive order essentially would do at the federal level what the civil rights community most wants done at the state and local levels (and what legislation by Congressman Conyers would require): institute a strong system of data collection and reporting to determine and disclose exactly where racial and other discrimination exists in traffic stops and other contacts with law enforcement.

Chris Edley has proposed a different kind of executive order, which would expressly prohibit (though, as explained below, perhaps with an exception) federal law enforcement officers from taking race, ethnicity, and other specified traits into account when making stop and search decisions. This approach would require you to confront quite explicitly a difficult issue (which the data collection order allows you to avoid, at least for now): whether to allow the U.S. Border Patrol to continue its current practice of using a person's perceived national origin or ethnicity (essentially, whether the person looks Hispanic) in deciding what cars to search near the border. The Edley executive order would either (1) effectively prohibit this practice, in the face

of the strong view of both the INS and Main Justice that it is an integral part of effective border enforcement, or (2) include a specific provision allowing the Border Patrol (the largest federal law enforcement agency and the one that most regularly conducts traffic stops) to continue this practice notwithstanding that it at least appears inconsistent with the general principles underlying the order. Because DOJ, Treasury, and the Counsel's Office object to the first approach on substantive grounds (believing that where national origin is an element of the suspected criminal offense, this kind of practice is both appropriate and necessary) and because DOJ and the DPC object to the second approach on political grounds (believing that it will cause a firestorm within the Hispanic community), all your agency and White House advisors oppose Edley's alternative executive order.

A more difficult question concerns whether to issue any executive order on Wednesday. The Justice Department strongly believes that the data collection order is necessary to show that we are making progress on this issue and doing something more than just talking. Both Justice and Treasury also believe deeply in the need for data collection and reporting, and worry that if we do not issue this order now, we also will find reasons not to issue it in the future. Counsel's Office, on the other hand, recommends that you put off issuing the data collection order and simply engage in general discussion of racial profiling at the conference. Chuck notes that the order may displease both sides of the debate -- the civil rights community because it does not expressly prohibit all federal law enforcement officers from engaging in all kinds of racial profiling, the law enforcement community because it does demand collection and reporting of racial and other data (which most law enforcement groups strongly oppose at the local level). He also notes that we will be issuing this controversial order before any members of the civil rights and law enforcement communities have had a chance to speak with you directly on the issue, perhaps appearing to preempt the very discussion in which you will be participating.

DPC believes this is a close issue, but ultimately comes down on the side of releasing the executive order on Wednesday. To the extent that release of this order on Wednesday will provoke criticism on one side or the other (or both), we do not think the order will become any less controversial with the passage of time. (We are mindful that the crime bill is being marked up this week by the House Judiciary Committee and that the support of the law enforcement community for our crime proposals is important; we believe, however, that through careful consultations, we can minimize any adverse effect of this executive action on the broader debate in Congress.) We also believe, as noted above, that this executive order does something useful and allows us to exercise leadership in this area.

_____ Sign the executive order to collect data on federal law enforcement stops.

_____ Do not sign the executive order to collect data on federal law enforcement stops.

_____ Let's discuss.

306733

THE WHITE HOUSE
WASHINGTON

June 6, 1999

MEMORANDUM FOR THE PRESIDENT

FROM: Charles Ruff 
SUBJECT: Executive Order on Racial Profiling

A few comments on Bruce's memorandum concerning the racial profiling executive order:

1. Although the proposed executive order would parallel the data collection mandated for the states by the Conyers legislation, in my view it would be seen by the civil rights community as reflecting less forceful leadership on the issue of racial profiling than they are expecting. This is so particularly because both the Vice President and the Attorney General are already on the public record with statements declaring racial profiling to be improper.

2. The issue of current Border Patrol practice is a difficult one, and we are trying to work through with the INS how its need to enforce a law that has national origin as its central element can be squared with the presumptive impropriety of using ethnicity and national origin as a factor in making law enforcement decisions. The Border Patrol's current practice does permit it to use ethnicity and national origin as one element in deciding whether to make highway stops north of the Mexican border, and our goal, at a minimum, must be to ensure that any use of those indicia is carefully circumscribed and monitored so that it does not become the equivalent of a New Jersey Turnpike traffic stop.

3. On the issue of when to issue the executive order, I have two concerns. First, since it will be seen as overriding state law enforcement objections and as being less than the civil rights community expects, to issue it before meeting with both groups will leave both disappointed (and angry) and, as a matter of process, will give them the impression that you came to the meeting with your mind made up. Second, I fear that the specifics of the order will become the sole focus of the discussion and eliminate any meaningful chance to discuss the broader issues on the agenda.

I believe that the meeting will work better if you come to listen to the opposing (or at least different) views of the participants, make clear your strong belief that racial profiling is wrong, and then issue the executive order shortly thereafter, having taken the groups' recommendations into account. You will have to be prepared to address the

special problem of the Border Patrol but can do so in a setting in which you will have made your basic principles clear and can express concern that any use of national origin by the INS must be carefully constrained and monitored. I acknowledge the risk that the meeting will not be as newsworthy if you do not issue the order, but I believe the risk is greater that the participants will react badly to the timing (and the substance) of the order if it is issued beforehand.

THE WHITE HOUSE

Friday

June 11

'99 JUN 14 AM 8:45

Mr. President -

As someone who grew up
named Aunt Frank, I have watched
your leadership in Kosovo with
pride. Your courage & steadfast-
ness made a huge difference.

Thank you for what you have done
so that my children - & all children -
will live in a better world.

Aunt Lewis

THE WHITE HOUSE

Friday
June 11

'99 JUN 14 AM8:45

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Aun Lewis

From Lewis

THE WHITE HOUSE
WASHINGTON

To The President

THE PRESIDENT HAS SEEN
3-19-99

UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF ARKANSAS
600 W. CAPITOL, ROOM 149
LITTLE ROCK, ARKANSAS 72201
(501) 324-6863
FAX (501) 324-6869

Staff Secretary

BILL WILSON
JUDGE

March 11, 1999

Ms. Linda Dixon
Clinton/Arkansas Office
111 Center Street, Suite 1500
Little Rock, AR 72201

*Did not receive letter
until 3/15/99 when
I returned to my
office from Hoge.*

L

Dear Linda:

Attached is my letter to the President which I understand will be delivered to him this Saturday.

I deeply appreciate your assistance!

Kudos,



Wm. R. Wilson, Jr.

Dan:

Debbie did not add to this note that the reason this case was not logged is that the first letter we got from Judge Nims has already been closed out. Woyneab checked regarding the handling of these letters, and Janice LaChance from OPM said that the response needs to come from OPM..not from the White House. I believe Woyneab was going to let Phil know about this.

Other letters regarding the same subject have been coming in interoffice man and have been given to Shannon to give to Woyneab also...fyi...

Jan

OK - Irecht
if P knows
writes well on
should be
need to be on
on case-by-case
Can't just ship these
over.
eg. Judge
Richard Arndt

Dan -

did not log ^{No} ^{Need} ³⁻²²
~~to log~~

will give to wayne
to match up w/ tax
court + judges letter
after you have seen
out so tickler ???

3-19-99

After you have seen,
we will send to
Burkhardt —

DAN -

^C
MATCH UP w/ TAX COURT
JUDGES LETTER ~~PA~~

Original
Sent to
Agency Liaison
for OPM 3/31

UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF ARKANSAS
600 W. CAPITOL, ROOM 149
LITTLE ROCK, ARKANSAS 72201
(501) 324-6863
FAX (501) 324-6869

*Spott
See*

BILL WILSON
JUDGE

March 11, 1999

Re: Premiums for Federal Employees Group Life Insurance (FEGLI)

Mr. William Jefferson Clinton, President
White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

BY MESSENGER

My Dear President Clinton:

Your Office of Personnel Management has drastically increased rates for life insurance, especially for judges who are 70 years of age or older (an increase of more than \$13,000 per year for those who have taken out the maximum amount of life insurance).

This amounts to a 10% pay cut for these older judges most of whom are no longer insurable. So, they can't simply drop out of FEGLI and take out other insurance.

Enclosed are:

1. A copy of my letter of today to Ms. Lachance, Director of OPM; and
2. A copy of Mr. Ralph Mecham's letter of March 1, 1999 to Ms. Lachance.

Mr. Mecham's letter gives an excellent overview of the problem, and points how terribly unfair the drastic rate increase is.

I think the increase is not only unfair, but probably violates Article III. In any event, it is a body blow to the independence of the federal judiciary, and I think merits your keen attention.

President Clinton
March 11, 1999

Page Two

Thank you for your consideration.

Very respectfully,

A handwritten signature in cursive script that reads "Bill Wilson". The signature is written in black ink and has a fluid, connected style.

Wm. R. Wilson, Jr.

UNITED STATES DISTRICT COURT

EASTERN DISTRICT OF ARKANSAS

600 W. CAPITOL, ROOM 149

LITTLE ROCK, ARKANSAS 72201

(501) 324-6863

FAX (501) 324-6869

**BILL WILSON
JUDGE**

March 11, 1999

Re: Premiums for Federal Employees Group Life Insurance

Ms. Janice R. Lachance, Director
Office of Personnel Management
1900 East Street, N.W.
Washington, D.C. 20415

BY FAX

Dear Ms. Lachance:

As a member of the Board of the Federal Judges Association, I believe that I am obliged to report to the federal judges in Arkansas, and elsewhere in the Eighth Circuit, regarding the recent premium increases.

As you know, for judges who are seventy or older and who have taken the full amount of available insurance, the new schedule amounts to a pay cut of more than \$13,000 per year.

As you surely know by now, this news comes as a shock. I have several questions:

1. Why such a drastic increase;
2. Was the Federal Judiciary kept abreast of the proposed increase as it was being planned -- if so, who -- if not, why not; and
3. Regardless of who might have been consulted in the judicial branch, why wasn't such a drastic increase announced broadly and early on.

Some of the judges who are 70 years old (perhaps many of them) have placed this insurance in irrevocable trusts, and they are caught. I would expect that all or most

Ms. Lachance
March 11, 1999

Page Two

of these older judges are uninsurable in the private market -- as a practical matter.

A 58 year old federal district judge tells me that he has checked his rates and that he can get private term life insurance for approximately half of what he is paying for the maximum FEGLI. I have not checked these numbers myself, but the judge with whom I talked is extremely thorough and I believe that this is a fact. If it is a fact, what has gone wrong here?

As I dictate this letter I have received a copy of Mr. Leonidas Ralph Mecham's letter to you dated March 1, 1999. While I am not yet "fully advised in the premises" it appears that he is right on point with every point.

It seems to me that a grievous error has been made by the OPM, and that it should be corrected forthwith.

Please advise.

Cordially,



Wm. R. Wilson, Jr.

cc: President William Jefferson Clinton



LEONIDAS RALPH MECHAM
Director

ADMINISTRATIVE OFFICE OF THE
UNITED STATES COURTS

CLARENCE A. LEE, JR.
Associate Director

WASHINGTON, D.C. 20544

March 1, 1999

Honorable Janice R. Lachance
Director
Office of Personnel Management
1900 E Street, N.W.
Washington, D.C. 20415

Dear Ms. Lachance:

I am writing to express the strong objection of the judiciary to the Office of Personnel Management's recent determination to increase rates and change the table age bands for the Federal Employees' Group Life Insurance (FEGLI) program as to judges, and to request that OPM take immediate action to rescind this negative action against judges of the United States who hold lifetime appointments to office during good behavior under Article III of the Constitution. Specifically, we urge immediate repeal of these rate schedule changes with respect to federal judges and judicial officers.

Judges have relied to their detriment on the continued availability of FEGLI Option B coverage based on a rate structure reasonably resembling the existing one. In the absence of any legislative mandate or change in circumstances justifying alteration of this structure as to Article III judges, I would assert that the doctrine of equitable estoppel counsels rescission of this rate change, which will have the effect of making Option B coverage constructively unavailable to many if not most judges.

The Problem

Under the new schedule, beginning on May 1, 1999, many Article III judges will be required to pay twice as much for the very same life insurance benefits which they had in effect on April 30, 1999. A judge who is age 70 or older and wishes to continue to carry five multiples of FEGLI Option B coverage will have to pay more than \$13,000 in additional premiums per year. As a result, for a circuit judge who is age 70 or older and carries Basic, Option A Standard, and five multiples of Option B-Additional, the premium will total approximately \$27,135 per year — a two-fold increase. These changes threaten the financial stability and estate plans of judges and their spouses and families, in a manner unlike any other federal employees'. For many of these judges, the option to disenroll from FEGLI and

purchase life insurance from a private insurance carrier is no longer available since they may not now be insurable on account of age or health.

Historical Background

Currently, approximately 500 Article III judges who are age 65 or older are enrolled in FEGLI Option B. Approximately 400 judges age 50 or above are enrolled in FEGLI Option B as well. For these judges, FEGLI coverage amounts to "whole life," whereas it has constituted "term insurance" for other federal employees electing it. Prior to the enactment of the "Federal Employees' Life Insurance Improvement Act," Pub. L. No. 105-311, Article III judges were the only federal employees who did not face the termination of FEGLI Option B upon retirement. See 5 U.S.C. § 8714b(c)(1); *Winner v. Cornelius*, 622 F. Supp. 1153 (D. Colo. 1985); *Moynahan v. United States*, 620 F. Supp. 277 (E.D. Ky. 1985) (a federal judge who has retired from the bench is entitled to the same level of coverage under FEGLI as the judge received while on the bench).

Moreover, the new law does not require any change in the time-honored treatment of Article III judges in this program. Indeed, the Senate Report which discussed the legislation amending section 8714b(c) in 1984 clearly expresses the intent to treat Article III judges as a distinct class of employees for purposes of FEGLI Option B. See S. Rep. No. 98-55, at 29 (1983). In sum, for fifteen years, Article III judges have been allowed to keep all of their FEGLI insurance in force indefinitely by continuing to pay the premiums which became effective at age 60.

Consequences for Judges

Because judges' FEGLI coverage amounts to "whole life," many of them view it as both protection against untimely death and an estate builder as well. Indeed, for many judges FEGLI is the centerpiece of their estate plans. When these judges planned their finances and estates, they could not reasonably foresee that OPM would someday effect these drastic increases in the rate schedule. By doubling the premiums which these judges are required to pay, these changes effectively deny judges continued access to FEGLI.

Article III judges have a statutory right to group life insurance, and I believe that they have a constitutional, statutory, and contractual right to retain it without significant alteration. Article III, section 1 of the Constitution directs that judges of the United States receive "a Compensation, which shall not be diminished during their Continuance in Office." Under Article III, a judge receives payment of his or her salary for life. Part of a judge's compensation is the fringe benefit of life insurance authorized by statute and contracted for by the government. It is my strong sense that OPM's arbitrary action violates the terms and conditions of Article III judges' employment with the United States.

As you may know, many Article III judges have foregone lucrative private sector legal careers to serve the public in this capacity. Since 1993, they have received but one cost-of-living salary adjustment. As a result, the value of a judge's salary is worth \$22,000 less today than it was in 1992. It is both grossly unfair and unnecessary for OPM to take an action that further exacerbates the real loss of compensation which judges have recently experienced.

OPM's action to increase rates and change the table age bands was taken without giving any notice and opportunity for comment to either the third branch of government or to its officers and employees. It was accomplished in a manner that seems inconsistent with the spirit and intent of the Life Insurance Improvement Act. At the time of enactment of this legislation, it was the sense of Congress that this new law would enable employees to carry Option B insurance into retirement. *See* 144 Cong. Rec. H10191 (daily ed. Oct. 8, 1998) (statement of Rep. Mica). By making Option B insurance so costly for enrollees age 65 and over, OPM has made this statutorily mandated improvement both inaccessible and unusable. Indeed United States bankruptcy judges and magistrate judges, who now have this insurance coverage available to them for the first time in recalled or retired status, may well find the premium rates so costly as to effectively price Option B insurance beyond their means.

OPM's change in the FEGLI premium rate schedule also imposes an unfair financial penalty on voluntary judicial service. Presently, senior judges voluntarily adjudicate more than 15 percent of the federal judicial caseload. This steep increase in premium rates will primarily affect these judges. As a consequence, some of them may be forced to retire completely from the judicial office and obtain more lucrative employment in the private sector in order to pay the increased cost of FEGLI premiums.

For judges who have made an irrevocable assignment of the ownership of their FEGLI policy, the situation is even more grave. Because assignors may not cancel assigned insurance (this power is vested in the assignees under OPM's regulations for assignment of FEGLI policies), these judges have no choice but to continue to pay FEGLI premiums, notwithstanding that they may no longer be able to afford to do so.

Incongruity with Legislation

As I understand it, OPM deems the restructuring of the FEGLI premium rate schedule necessary because of potential changes in the demographics of enrollees under the Life Insurance Improvement Act. This justification seems specious. The Congressional Budget Office, in its analysis of the potential cost of the Life Insurance Improvement Act, estimated that between 1999 and 2003, premium payments from retirees with Option B coverage would increase by \$183 million but that claims payments would rise by only \$108 million. Thus, the Employees Life Insurance Fund will, as a result of this legislation, experience a \$75 million increase in revenues. As I understand it, the Employees Life Insurance Fund currently has total reserves well in excess of \$19 billion. In its two most recent reports on the status of

Honorable Janice R. Lachance

Page 4

FEGLI, OPM reported that for fiscal year 1997 revenues over expenses were about \$1.3 billion and that for fiscal year 1995 revenues over expenses were about \$916 million. *See United States Office of Personnel Management, The Fact Book: Federal Civilian Workforce Statistics 100 (1998); United States Office of Personnel Management, The Fact Book: Federal Civilian Workforce Statistics 68 (1997).* Obviously, the Employees Life Insurance Fund is and will continue to be financially solvent, and there is absolutely no need to generate additional revenues through premium rate increases.

Further, the OPM rate changes seem extraordinary given the Internal Revenue Service's proposed changes to its table of "Uniform Premiums for \$1,000 of Group Term Life Insurance." For enrollees age 65 to 69, the Internal Revenue Service premium rate is \$1.27 per \$1,000, and for enrollees age 70 and over it is \$2.06 per \$1,000. Under the OPM schedule, enrollees age 65 to 69 would pay \$1.95 per \$1,000, and enrollees age 70 and over would pay \$3.033 per \$1,000. This calls into question the integrity of your agency's actuarial data. I should also note that Towers Perrin, an international benefits consulting firm, surveyed several insurance companies for the Administrative Office in 1998. At the time, Metropolitan Life Insurance reported that employee cost for supplemental life insurance for enrollees age 65 to 69 is \$1.44 per \$1,000, and for enrollees age 70 and over it is \$2.224 per \$1,000. In view of this substantial differential, I must ask what additional benefits inure to federal employees to justify the additional cost of \$1 per \$1,000 of insurance?

Proposed Remedies

In light of the above, I request that you consider the following. First, I urge that OPM administratively determine that the premium insurance rates for Article III judges shall remain fixed at the current age band (which is 60 and above), just as they have been since the early 1980's. At a minimum, I ask that OPM suspend the introduction of the new premium rate bands (ages 65-69 and 70 and over) until there are detailed discussions between OPM and Judicial Branch leaders. I also urge that you act to reverse the impact of the rate table change upon judges who have assigned the ownership of their policies, pending OPM discussions with judiciary leaders.

Should you determine to deny these reasonable administrative requests, I ask you to consider legislative remedies to mitigate the impact upon Article III judges. First, I believe that the judiciary should be given statutory authority to use its appropriated funds to offset the additional cost of this insurance for judges age 65 and over. As an alternative, I would ask that OPM endorse legislation authorizing the judiciary to contract for a separate life insurance plan for judicial officers and employees and to use its appropriated funds for the payment of benefit premiums as the Judicial Conference of the United States may determine appropriate. The rate increases should be suspended until these steps are completed and in effect.

Honorable Janice R. Lachance

Page 5

Finally, as a matter of policy and to enable government agencies to continue to be competitive employers, I request that OPM seek legislation authorizing agencies to pay the entire cost of basic life insurance for their officers and employees. I understand that in a 1997 hearing before the House Civil Service Subcommittee, key witnesses including Margery Brittain, Metropolitan Life Insurance Company's Vice President for National Accounts, testified that FEGLI is unusual in that most large employers pay 100 percent (as opposed to FEGLI's 33 percent) of the cost of basic life insurance for employees. I believe that judicial officers and employees deserve better than what they currently receive under the FEGLI program. If the federal government is to remain competitive, we must progress beyond a 1960's style benefits system.

In closing, I trust that you will seriously consider my requests and that you will promptly act to reverse the effect of this FEGLI premium rate change as to all federal judicial officers. I look forward to hearing from you as soon as possible on this matter.

Sincerely,

Leonidas Ralph Mecham
Director

cc: Honorable Thad Cochran
Honorable Daniel K. Akaka
Honorable Joe Scarborough
Honorable Elijah E. Cummings
Honorable Wm. Terrell Hodges
Honorable David R. Hansen
Honorable Alan H. Nevas

UNITED STATES DISTRICT COURT

149 U. S. COURTHOUSE

600 WEST CAPITOL

LITTLE ROCK, ARKANSAS 72201

BILL WILSON, JUDGE

President William J. Clinton
White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

THE PRESIDENT HAS SEEN

3-19-99

UNITED STATES DISTRICT COURT

EASTERN DISTRICT OF ARKANSAS

600 W. CAPITOL, ROOM 149

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(501) 324-6863

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Staff Secretary

BILL WILSON
JUDGE

March 11, 1999

Ms. Linda Dixon
Clinton/Arkansas Office
111 Center Street, Suite 1500
Little Rock, AR 72201

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I deeply appreciate your assistance!

Kudos



Wm. R. Wilson, Jr.

7/9/99

Sean -

How should we handle?


Carl

~~Sean~~
NSC says, already
done ✓ OBE
-P

NATIONAL SECURITY COUNCIL

'99 JUL 9 AM8:25

FAX COVER SHEET

**NATIONAL
SECURITY
COUNCIL**17th & Penn, N.W.
Washington, D.C.
20504Did you get a complete,
clear transmission? If not,
please call:(202) 456-9139**From: Lillian Rice, Inter-Am, NSC****To: Carol Cleveland****Agency: WHO Staff Secretary****Fax Number: 62215****Date/Time: July 8, 1999****No. of pages to follow: 1****Message:****Please see attached.****Also, please let me know if my query is not clear or
if you need more information. Unfortunately, the
cable in question is classified and cannot be faxed.****Many thanks,**

As I mentioned, the Mexican government is interested in getting a better understanding of what institutional structures in the EOP help to coordinate the policy-making process. There are 3 particular issues here:

1. mediating access to the President
2. maintaining institutional memory / records keeping
3. coordinating the interests of different agencies and maintaining clear lines of authority.

It would be helpful to know the role of the Staff Secretary's office relative to other bodies in the EOP, especially as relates to (1) and (2).

File

THE WHITE HOUSE
WASHINGTON

August 18, 1999

'99 AUG 17 PM2:03

Dear Mr. President:

Attached please find the transcript of your remarks at the AFL-CIO Executive Committee meeting in Chicago.

You requested a copy to review and to discuss with Tony Coehlo.

Please let me know if I can be of further assistance.

Sincerely,


Karen A. Tramontano

THE WHITE HOUSE

Office of the Press Secretary

Internal Transcript

August 3, 1999

REMARKS BY THE PRESIDENT
IN MEETING WITH AFL-CIO EXECUTIVE COMMITTEE

Q Well, we're happy to welcome the President, happy to have this opportunity. Six and a half years ago, working people in America were in desperate need of a champion. And over the past six and a half years, our President has been the champion that they were looking for.

And you know the litany of issues as well as I do, in terms of what the achievements of our President has been, under the toughest of circumstances in terms of the Congress that he had to deal with, and taking on both domestically as well as internationally, so many different issues.

And standing up strong on behalf of workers and their rights and their protections and enforcement of the laws that have been passed over the years, affecting workers and their jobs; advocating the most progressive social programs, in terms of health care and fighting hard to preserve Social Security and Medicare; standing up for working families when it comes to maintaining and expanding programs as he's doing with the prescription drugs and the Medicare program; what he's doing in terms of standing up strong and courageously when it comes to where the surplus should be dedicated -- and you're as familiar as I am with all of his successes.

And it's a great opportunity for us to be able to express our thanks to the President and we have been proud of him in his international work, as well. Somebody, as we were going around the table, complimented him on the Kosovo situation. I was in Geneva, as were some others -- Sandy was there -- when the President spoke out on child labor -- the first time in the history of the ILO for the President of the United States address the ILO in Geneva; last year at the WTO he spoke out strongly on behalf of core labor standards and putting a human face on globalization.

For all of this, Mr. President, we say thank you very much, you've been a real champion of working families and we look

-MORE-

forward to continuing to work aggressively with you on the very issues that you're focused on, and accomplishing as much as we can during your administration.

We're happy that the President has brought along some good friends. It's a historic occasion when we have three members of the Cabinet with the President of the United States here at the same time. And we're happy to welcome Secretary of Labor Alexis Herman, (applause); Secretary of Transportation Rodney Slater, (applause); and one who knows Chicago well, Secretary of Commerce Bill Daley. (Applause.) And they're a part of the great team that the President has had, and back in Washington, John Podesta is working and he's doing so much of what the President's program is, and has been a major contact for us on our agenda and our issues. And with the President here today is John's assistant, Karen Tramontano. (Applause.)

And as has been said, in addition to the President, the Vice President has been one of our strongest supporters and has done a great job in promoting the issues of working families, and promoting the rights of workers to organize, and all of their other basic rights. So it's an outstanding team. But it's my pleasure and my privilege to introduce the leader of that team, our own President, Bill Clinton. (Applause.)

THE PRESIDENT: Thank you. Thank you very much. Well, thank you very much, John. I want to thank all of you for giving me a chance to come by and visit with you today. When John found out that I was going to be in Chicago today, he invited me by. And the last time we met, I think, was over the telephone last October, with this group. So I wanted to come.

I have just come, interestingly enough, from a meeting. Mr. Buffenbarger (phonetic) came with me, so I gave him a ride over here in the caravan, because we'd been over meeting, celebrating our Welfare-to-Work partnership, and the fact that we have now cut the welfare rolls to half what they were when I took office; and in no small measure to the support we received both from business and labor people, helping people to move from welfare to work. And I'm glad to have the chance to come by here.

I wanted to begin by saying -- when we talked last October by phone, I was asking for your help in the election, and you gave it, and we won. And I am very grateful. And believe it or not, even though we've -- you can't tell from the priorities being pushed by the Republicans in the Congress, it had a profound impact on the climate of Washington -- the fact that, for the first time since 1922, the President's party, in the sixth year of a presidency, picked up seats in the House of Representatives. It literally happened last in 1822.

And they know it, and it changed the whole kind of climate there. And I wouldn't be surprised if, as a result of that, we wound up with some significant advances in the next 60 days that would not have otherwise happened -- and a lot of the things that we used to have to fight off, we're probably not having to fight so hard on now because of what happened in the last election. And it wouldn't have happened without you, and I'm very grateful.

I would like to just make a couple of other brief points, and then I'd like to listen to you. First, happy birthday, Linda. (Laughter and applause.)

When I took office in '93, you know, the Republicans could have a reasonable argument, I guess, that the ideas that we had were wrong -- because they hadn't been tested. And you ought to go back and read what all those guys said in '93 about our economic plan. Phil Gramm said that we'd have a bigger deficit, and it was going to put the economy in the tank and all that. You know, you just ought to go back and read what they all say.

And, now, we have fought for the right things, and we have fought against the right things. We beat their Contract with America; we beat their attempts to weaken OSHA and all the labor standards, and the Davis-Bacon Law, and all of that. And the evidence is in, and I don't think it's subject to any dispute.

And I think you need to really make sure your members understand that as we go into this 2000 election, because there is no question, now, that sensible -- that Democratic economics work better for the American people than Republicans do. Somebody asked me the other day what I thought about Governor Bush raising all that money and I said, well, just shows you we didn't discriminate, and who benefited from our economy. And they've all got amnesia now, so they think they can get their crowd in and do just as well. But they can't.

But you should feel proud of that -- both what we were for and what we were against.

Second, if you look at where we are now, it seems to me that there are a number of very large issues facing us. And I'll just mention three or four. But it all is within the context of, what are we going to do with this moment of prosperity? And what are we going to do with the surplus?

I think we've got to deal with this question of the aging of America. We've got to take the bulk of this money and save it to fix Social Security and Medicare, and provide a modest prescription drug benefit. Three out of four seniors don't have access to prescription medicine that is adequate -- that's either

affordable or adequate in coverage. So that's the first thing I think we have to do.

Second thing I think we have to do, before we cut taxes, is make sure that we've got an appropriate investment in education, medical research, national defense and the other critical areas to our country's future. A lot of that affects union members, by the way. If we over-cut the basic operations of government, or we can't fund our other fundamental responsibilities.

The third thing I think we have to do is to not have a tax cut that's so big that we can't pay off the debt within the next 15 to 16, 17 years, because if we keep this debt going down -- we're going to pay \$85 billion down on the national debt this year. And every time we do that, it keeps interest rates lower, which means more investment, more jobs, higher earnings, higher wages, and lower home mortgage rates, and credit card rates, and college loan rates and car payment rates for ordinary people.

And I believe it's now the progressive thing to do, and I would hope that the AFL-CIO would actually advocate -- I want you to think about it; have your economists tell you if they think I'm right -- but we're living in a global economy where money moves around the world at the speed of light, and interest rates are set in a global environment, and we now -- if we can keep paying this debt down and keep these interest rates low, there's going to be a whole lot more labor people working. And the next time we have a crisis like this Asian financial crisis, we'll be relatively less vulnerable to it. So I feel very strongly about this, and I hope we can do that.

But the main thing is, if we give all this money away in a tax cut now, the basic beneficiaries of the tax cut will be my generation, the baby boom generation, who will then turn around and ask the American people to take care of us when we retire -- when we could have fixed Social Security and Medicare, now, and instead we chose to put our hands out and take the money right now, instead of fixing it so that we wouldn't be a burden on our children when we do retire. And, parenthetically, it also gives you a much stronger American economy. So I think it's a huge issue, and I think we're right on it.

Now, let me just mention a couple of other things. We have two -- I think, two significant problems with the economy now. One is that after working like crazy for five years to get the manufacturing base of the country going again, and gaining nearly 1 million manufacturing jobs, we're now losing manufacturing jobs, because of the aftermath of the Asian financial crisis, primarily. And because the Europeans are much more protectionist than we are.

And I've asked -- I know the Vice President met with some of you recently, but I've asked the National Economic Council to get our Cabinet people together, all of them that work on the economy, and try to come up with another manufacturing strategy. We had one in '93, and it worked, and then this Asian financial crisis came along and we started losing a lot of jobs.

You know, we have some power on the trade front. Secretary Daley helped us -- we have restored steel imports to their pre-crisis levels, but that doesn't necessarily overcome the problems. We have to figure out how we can grow the manufacturing base again. I think it is a grave mistake for the United States to give up on the idea that an important part of our overall economic strategy should be to have a strong manufacturing base. And I was very proud of the fact that we were gaining manufacturing jobs for the first time in 20 years, really. And it's been very frustrating to me since the crisis hit in '97. So we will work with you on that.

The other big problem is, there's still a lot of places that this economic recovery hasn't reached. There are a lot of small and medium-sized towns that lost the only town factory that never recovered. There's the isolated places, like Appalachia or the Indian reservations. There are the inner-city neighborhoods and the Mississippi Delta, where we haven't seen a restoration of economic opportunity.

And as you know, we went around to some of those places a couple of weeks ago. And I'm trying to persuade the Congress to take this empowerment zone concept that we've worked very hard on -- a lot of you have helped us on -- and adopt a national approach that would give people the same financial incentives to invest in our distressed and forgotten areas that we give them to invest overseas now.

And this is something I'd really like to see labor get behind. I'm not saying we shouldn't get people incentives to help develop the Caribbean, but I think they ought to have the same incentives to develop poor places in West Virginia, or Kentucky, or Mississippi, or on an American Indian reservation -- or South Phoenix, or East Los Angeles, or what have you.

And I think, you know, this could offer a real opportunity for certain kinds of investments to go in where we would need -- and which would give you an opportunity, maybe, even to expand the base of your membership, to expand your apprenticeship programs, to do all kinds of things that we could maybe work together on.

But I think we ought to really be working at this, because

if you ask yourself: if I were in a union that hadn't lost jobs because of the manufacturing crisis, if I were in another kind of union, I'd be sitting here thinking -- and all of my members had work and we were all happy -- I'd be sitting here thinking, how in God's name can we keep this thing going without having inflation, which would cause the Federal Reserve to raise interest rates too much, which will put us back in the recession? How can I keep it going?

Well, if you think about it, the expansion of investment and jobs, and the creation of new consumers in areas where they didn't exist before, is an inflation-free way to grow the American economy. So it actually makes, relatively speaking, a lot more sense to look at whether there can be more jobs in some of these isolated places.

And there are all kinds of questions that have to be faced -- you know, Teamster-like questions. How are you going to get -- if you had a manufacturing operation in a little town in Eastern Kentucky, how do you get the trucks in and out of there? How are you going to get the stuff in and out? I mean, there's lots of different questions.

But I want to make a serious effort in the last year and a half I've got on the job to try to build a framework of economic opportunity in places that have literally have not been touched in over 30 years. And if we can't do it now, we'll never get around to it.

So if we can deal with the manufacturing issue; if we can deal with this issue; and then deal with these big issues, I think -- number one, I think it's the right thing to do for the country. And number two, I think it's a good setting for the coming election.

And that's the last point I want to make. You know, I'm not running for anything. I can't run for anything. It's a good thing the Constitution limits you, or I'd run again. (Laughter and applause.) It's probably a good thing we've got this constitutional limit. "

But I just want to tell you something about the present state of play. I want to make you a prediction. I believe that the presidential race will be within two to three points, and I believe that we have a better than 50-50 chance of winning it. I will be surprised if we don't. Now, I know that contradicts every conventional wisdom today. I know what these polls say. I know all that.

But what I know is -- you have to understand, the

Republicans have a great advantage going into a presidential race because they have -- a lot of people don't think they're supposed to vote for Democrats for President. And in every eight-year cycle, people intend to change parties. They sort of think they ought to.

Richard Nixon ran dead even with John Kennedy in 1960. At this point in 1959, he was 21 points behind, not 13 or 14. George Bush was 17 points behind Michael Dukakis in August, of the November election. The people of this country have not started focusing on this election yet. They haven't thought about what our record is, who played a part in it, what the real issues are.

You know, I've been through this a lot. And let me remind you, I was in third place in June of 1992. Third place. When I got the votes to be nominated for President, I was running third.

So what I think, for whatever it's worth, my advice is that we should all focus on making sure people know what our record is, people know what the issues are, where we stand on them, getting everybody else to say where they stand on them. And we ought to look good, sound good, be happy and work like hell. And I think it'll work out. This is what I believe.

And I don't want you all to be discouraged about this. You know, the Republicans, they want back in real bad. They miss going to the state dinners and all that, and they're interested in power. But if you look at what they're saying, they're trying to be very careful, and they're trying to avoid taking positions on a lot of things.

But, slowly but surely, every week another position gets taken. And then, slowly but surely after that, you get to publicize those positions. And then the American people, as they go along, will make a real and reasoned choice. And I believe that we have an excellent chance to be victorious, because our ideas have been good for the country, and they've been tested against theirs, and the evidence is, ours work and theirs don't -- and people agree with us on the great challenges.

Now, they have great money. They have great skills. I don't want to minimize that. They have great capacity to do this. But I feel very comfortable that this is going to be a pretty close race, and I think the chances are much better than 50-50, I believe, that we'll win it. That's what I believe. If we all keep our heads up, and keep our heads clear and trust the American people, and fight.

And I know that the money bothers a lot of people. They'll

probably out-spend us \$200 million this time, in total. They out-spent us \$100 million last time, and we won. Keep in mind, that congressional victory you won, we were being out-spent by \$100 million.

But it's okay, if we have enough, and we fight and we stay in a good frame of mind. So I really believe the best thing is for all of us to take a deep breath, show a lot of confidence, be proud of what we have done, focus on the continuing problems and challenges, and just keep going to work every day and fighting. I think that the chances are it's going to come out all right.

And, you know, you've all done too much for me. If I didn't believe this, I wouldn't tell you. I'd just be quiet. I'm telling you what I really believe after a lifetime of working this.

And I also personally believe in my Vice President. I know him, and he is a winner. And he has gotten a lot of hits here, and everybody's had a lot of fun doing it. But it's a long road that doesn't turn. And if somebody asked me if I had to take hits or roses in August of the year before the election, I'd say give me the hits now and the roses later. I'd a lot rather have it that way than the reverse. And I predict to you that will happen, too.

So you all just have a good time here, and keep doing what you're doing, and everything's going to be fine. That's my prediction. (Laughter and applause.)

Q The President has a few minutes, and would be interested in hearing from some of you. Jay Mason (phonetic).

MR. MASON: First, let me thank the President for your call regarding the candidate situation and election. I'm very appreciative but, beyond that, in your conversation, you asked whether you thought the mood was changing. And I said I didn't think so, and you alluded to your speech in Chicago and Geneva.

The mood is not changing, as far as the employers are concerned. We're just working hard, we're just working smart, these kind of things -- we're more persistent. You may not know this, but in that situation where we've been at it since the middle '70s, 1974 with the first election -- '91, '95, '97, '99 -- in each situation we lost by a few votes because of major, major violations of the law by the employers, by the employer in this case -- a series of employers, because this isn't one employer, it was a history of one employer after another not only resisting the union, but violating the law wholesale. And we've gotten some extraordinary remedies that have not been granted

before, yet we had to keep coming back and back.

So my feeling is, as I said to you on the phone, that the mood has not changed as far as those of us who are out there trying to organize. It's just as difficult, except that we're doing it better, we're doing it smarter. And we're staying more persistent, and we're committing the resources. That's one half of the equation.

The other side of the equation is that the changes that have to take place, in the board and in the laws of this country, which give workers an equal, an even playing field. And that doesn't exist, whether it's car-check recognition, or changing the law. And we believe over the next two years -- I believe very firmly -- that one of your legacies over the next two years is to help change those laws, help make the playing field fairer so that we don't have to spend enormous amounts of money -- I won't begin to tell you what it costs to run an election with 5,000 workers and 60 organizers, bringing them in from all over the country, getting the assistance of the Federation, and my fellow colleagues around this table, in terms of providing assistance. It's a major undertaking.

And I think that if we're going to move into the 21st century, I think it's about time that we develop the kind of relationship with employers and this government -- the greatest democracy in the world -- make it more democratic for workers' opportunity to join a union.

THE PRESIDENT: Well, I agree with that. What I was saying to you, though, is that I believe that the public is less -- is more sympathetic to the union movement than it was before. And I think part of it is because there was a reaction against the excessive anti-unionism of previous administrations and in the Republican Congress coming in. And part of it is, frankly, I think that the union movement has been very effective, at least since I've been President, in trying to advance the interests of its members in a way that shows an understanding of the global economy, and the kind of competition and the factors that whoever the employers are up against. And it's been very impressive.

But when you see -- and another thing is, I think people are super-sensitive in this country right now to anything that smacks of abuse of power. And you see -- I never thought I'd live to see the day when the doctors would say they were thinking about joining a union because of the absence of a patients' bill of rights. And I think that -- so I agree with you.

And we're just so close, as you know, to having a working majority for labor in the Congress. I think we'll have to win

the House outright, but you've got a few of those Senators that will vote with us from time to time in the other party, if we can make up a few gains here. And I think we should -- I think we're very close. I didn't address that, but I think that we are -- again, if we fight, and keep our heads on straight, and don't mess up -- and I don't have any real -- you know, if I can keep the economy rocking along here, I think the chances of our prevailing in the congressional races are quite good.

Q Morty Bach (phonetic)?

MR. BACH: Mr. President, I'd like to address for a moment the comments you made about attracting investment into some of the chronically distressed areas. I think it will be virtually impossible to sustain economic development in these areas if the future workforce -- the kids that are in school today on the wrong side of the digital divide -- unless the overall plan encompasses -- I know what you and the Vice President and the FCC and many of us are trying to do in getting the E-rate -- connecting these schools is a matter of priority in these distressed areas -- connecting them to the Internet and even taking it to the next step, and finding a way to bring computers into the home, so that the entire family understands that you cannot really have economic development if you're on the wrong side of that divide.

I think -- first, I applaud the White House for taking the lead on the whole E-rate issue. But they'll have to find a way to really prioritize the very areas that you're talking about if we expect to have sustained growth, you know, in those places.

THE PRESIDENT: You know, Morty, there was just -- I think just in the last two weeks, there was a study which came out, basically, that confirmed what you've said -- that there is still a digital divide, there's still a big difference in who has access to the Internet and who doesn't; who's using it and who isn't.

And Senator Barbara Mikulski, who's a good friend of a lot of yours, called me the other day on the telephone and said that she thought that the Democratic Party should make one of its main commitments, not only for the remainder of my term but into at least the next two years beyond my term, coming up with more and more ideas and efforts to bridge the digital divide. And not just in the schools, but for adults, as well.

And if you have -- you or anybody who's here, within the sound of my voice -- has any more ideas about that -- you know, I know the Vice President cares a lot about this in general; he knows more about it than I do. But I do think it's something

that the Democratic Party ought to be --

[Gap in tape.]

-- for me are, and we have the Welfare-to-Work program. My concern is that you should be complimented on the job of cutting the welfare rolls. But we have people working at \$5.15 an hour. What is our plan in going to the next level? Because you can't live on \$5.15 an hour. And I have people that have been in the Welfare-to-Work program for three, four years. They're still there. And I'm concerned about those people that are trapped in between.

THE PRESIDENT: Well, let me just say, I think there are three things we ought to do, to start out with. First of all, we ought to raise the minimum wage again. I think we've got a good chance to pass that in this Congress, this time. If I play it right, and you all help me, when we get down to the lick-log of the next 60 days, I think we've got a chance to pass another increase in the minimum wage. And I think it's quite important to do.

The second thing is -- and this is something that I would like to ask the public employees among us here to help us with -- there has been an alarming decline -- and I know this is not exactly what you're talking about, but I've got to mention this, because we've got people who represent public employees around this table -- there has been an alarming decline in food stamp usage among poor families, that is greater than the number of them that move from welfare to work in jobs paying enough that they're not eligible for food stamps anymore. Much greater.

There's now lots of evidence about it, but it appears that the only conceivable explanation for this is that a lot of people -- you know, maybe a few people just don't want to take them anymore, because they're drawing a paycheck. But that's hard to believe. Food stamps -- people who work for a living and have children, who have low incomes, are eligible for them and should take them because it's good for their kids. It appears that a lot of people take these jobs, and they do not know that they're still eligible for food stamps. And nobody tells them, and they don't get them. So that's a real problem.

The third thing, I think, is -- I think we actually need a strategy for people who move from welfare to work in lower-wage jobs, so that we actually identify what it is they need to keep moving up. And there's a big fight going on in Congress now -- I don't know if you all have weighed in on this or not, but when we -- the public employees' unions should be quite interested in this -- when we passed welfare reform, we let every state --

including New York; every state in the country -- got to keep the amount of money, every year thereafter, that they were getting in February of '94 when the welfare rolls were at an all-time high.

Now, some states have had modest declines in welfare rolls. New York has, but largely because you've got a lot of immigrants, so you have to keep replenishing the rolls. But, like, Wisconsin has had a 90 percent decline in the welfare rolls, and there's been a 50 percent decline nationwide.

A lot of the Republicans in Congress have gone back to the Republican governors, and what they want to do is to recoup some of that money. They're saying, you don't need it anymore and you're not spending it. And it's quite true that, right not, a lot of them aren't spending it.

But I would be prepared to, in effect, let states that have a reduction in their welfare rolls -- let's say below 50 percent or below 60 percent or whatever -- keep that money if they spent it on people who should be in transition -- to upgrade their skills, their education, their training -- or if they spent it on their children in the schools -- you're going to have 2 million schoolteachers quit in the next few years, with the biggest class size in American history -- finally we've got kids more numerous than the baby boomers in school, and you're literally going to have 2 million schoolteachers retire just in the next couple years.

So my view is, we ought to say -- and if you guys agree with this, it could help us to preserve this -- we ought to say, no, we'll let the states keep the money, but they need to spend it on the people who move from welfare into work, but are making very low wages, have very low skills, have very limited prospects of future mobility. And we ought to spend the money either to move them up or, if that's not a problem, then we ought to put the money down into the public schools, where the money could go to help hire teachers, or have smaller classes or do something else these kids need.

I personally think that would be a lot better expenditure than just letting the Congress take it back and paying for the tax cut. But to be fair, if you were Governor of Wisconsin, you might have a hard time spending that money. If you were Governor of Michigan, you might. But if we said, but you can spend it on the people making \$5.50 an hour, or their children in the schools, then you would be able to do it.

Q One last question. Andy, and then Tom, and that'll be the end.

ANDY: Mr. President, I just want to get back to the presidential race, with something you said. I think in all of these races we're well-served when we have a high-quality candidate who has something to say and we have an effective campaign. I think in 1992 we had a Governor Clinton, who's the best campaigner this party has ever had. We certainly had something to say.

But you were also very well-served by two gentlemen not amongst us anymore, named Ron Brown and Paul Tully, who spent an inordinate amount of time before there was a nominee, really plotting the presidential campaign, and giving us all hope and direction to say no matter where we come out on this election, you know, we are going to run an effective campaign.

And now it's clear there's going to be a primary in the Democratic Party, and you're certainly have a quality candidate and people who stand right on the issues. The real question is, when we come out of that primary, are we going to have an effective campaign? And where are the Ron Browns and Paul Tullys of today, who aren't engaged in the day-to-day combat in New Hampshire and Iowa? And where are the fundraisers of today who can raise the money so that when we have a nominee in March, that we really are ready to go, don't have a lapse, don't have a gap.

And I just think the party would be well-served to think about what we could do now to prepare for then, to make sure we do have a successful campaign, because we clearly have a quality candidate who stands right on the issues.

THE PRESIDENT: Well, first of all, that's a darn good question. But let me try to give you an answer to it.

I think that, in all fairness, in different ways Paul Tully and Ron Brown are irreplaceable. But the functions that they were working on in '92, while we played out our nomination -- and, you know, one thing I'll say, you've got to give Senator Bradley -- you know, we'll have the two most knowledgeable people of all the people running for office, will be both in our campaign, right? So we'll have a lot of interesting things said, and a lot of interesting things to learn.

But the important thing is, we can't let it lead to some sort of big schism in the Democratic Party. So far, I think both Bill Bradley and Al Gore have comported themselves in such a way as to minimize that, and I hope they will continue to do so, because that will have a lot to do with it.

I think, on the money issue, I can tell you that I have personally taken that on. I am working very, very hard to make

sure that what I think, as I said, is a totally historically predictable situation in the polls -- by the way, which is marginally better than it was two months ago, and better than the historical parallels. So it's not that big a deal. You know, if we're back here in a year with this, then I'll be a little concerned. But we're not. This is not where we are, here.

So what I want to say to you is, I'm going to try to take care of the money. That is, I am personally committed to helping the Senate and the House and the DNC, and working with all these local things. And I am killing myself at it. And I'm really working at it. And if you've got any more ideas for what I can do, I will do it.

The second thing I wanted to say about it is -- I went to an interesting dinner last night at Senator John Kerry's house, that Joe Andrew and the leaders of the DNC did for a bunch of high-tech wizards who are still Democrats. People that have made fortunes with these little Internet companies, trying to help us figure out how we can better communicate with people, so that we can do another version of what we did in '98.

Let me remind you that '98, the turnout was not higher than it was in '94. It was about the same. Now, the numbers were higher because we registered a lot of people, because of Motor-Voter. But the percentage voting turnout was about what it was in '94. The difference was, more of ours voted and more of theirs didn't -- just like in '94, more of ours were discouraged and more of theirs voted, because they were mad and ours were discouraged.

So one of the things that I want to do is to make sure that we do better than the Republicans in maximizing the use of technology to mobilize voters, identify voters, get them to vote, get information out, engage them -- you know, all this stuff you can do. And if you have anything you want to say to us about that, you can.

On the strategy for the general election campaign, frankly, I think we have got to be about the business of putting together three or four people to do what Ron Brown had thought through all by himself before I got to be the nominee. But we know -- I'm just telling you what: I know about this deal. I know that they have appealing, intelligent politics working for them. But they're wrong on the issues. And, you know, it's like I told you at that dinner the other night. People say, oh, Clinton's a great speaker, what are we going to do?

You know, I could be the best speaker since Daniel Webster, and if we'd been wrong on everything, the economy would be in the

tank and the Democrats would be nowhere. You know, once you get in your speaking is not near as important as whether your ideas are right or not, if you implement them.

And so I feel -- I really do believe that as -- this thing will ripen. Every election has got a different rhythm. It's like a different song, you know -- it uses exactly same notes as the last song did, but the melody is a little different every time, otherwise nobody would ever sell any records.

And so the melody of this election, it's still ripening. It's aging. But I admit to you, Andy, we've got a little more work to do on the general election strategy of how we get everybody together. I am mindful that it's a problem. I am glad you mentioned it. But I think we'll be ready when the time comes. That's all I can tell you. And on the money thing, all I can tell you, if we don't do it, it won't be because I'm not trying -- because I am well aware of what a problem it is, and I'm hitting it.

Q Last one, Tom Boffenbauer (phonetic.)

MR. BOFFENBAUER: Thank you, John. Mr. President, I would like to just share for a moment some of the events of this morning that the (inaudible) is proud to be a sponsor of. And that is the work-to-welfare celebration that we had down on the pier. And there is a lot of work to be done.

But it was really heartening this morning to be joined by the Secretary of Labor, the Secretary of Transportation, the Secretary of Commerce -- in the eyes of a trade unionist, what an unusual combination in one room at one time -- but to honor the companies that were the original partners. And I want to extend, on behalf of those companies and the members that we represent, and by several unions in this room -- the Teamsters and the Uniteds and the Company Xerox and UPS and United Airlines.

And as we talk about welfare to work, and the thousands of people who now have a little bit of hope for the future, because they did find a job transitioning from welfare to work -- under a union contract -- and that they became union members, and not one in those companies that I mentioned was a minimum-wage job. And I think the partners -- and the point I want to make -- the union partners in this, and the employers they represent, offer the real key to bringing a group that needs it to prosperity.

You did a great job this morning, Mr. President, listening to those stories and exposing all those other employers in that room, who do not have a union. And they have to think long and hard, because as they talked among themselves afterwards, they

had their eyes opened a little bit, that unions and their members -- God knows, their leadership -- don't have horns and tails. We bring something -- to America that they haven't realized in the past. So, Mr. President, thank you very much on behalf of all those that have a little bit better life.

THE PRESIDENT: Thank you. (Applause.)

One of the -- I'm sure you had the same reaction I did to the bank executive, the woman bank executive, who got up and gave a whole speech about how stupid employers were when they didn't offer adequate benefits. I mean, it was an amazing speech. But you couldn't have heard this sort of speech given five or six years ago.

This woman got up and said, you know -- she was there with her former welfare recipient, who had just won a national award in their company and was given a free trip to Beverly Hills -- this woman had been on welfare six months ago. It was an amazing deal, unbelievable. But she basically launched an assault on short-term employer attitudes, instead of giving adequate benefits of all kinds. It was very impressive. And I thank you for your leadership.

Q And we thank you for your leadership.

THE PRESIDENT: Thank you. Thanks for letting me come by. (Applause.)

END

1/20/00

Theo-

This came in
last week, but
didn't notice it
was to Sean
Maloney!

Cindy

ORM

THE WHITE HOUSE

WASHINGTON

November 8, 1999

'99 NOV 9 PM3:24

MEMORANDUM FOR SEAN MALONEY
ASSISTANT TO THE PRESIDENT
AND STAFF SECRETARY

FROM: MARK F. LINDSAY *Bradley A. Kiley for Mark F. Lindsay*
ASSISTANT TO THE PRESIDENT FOR
MANAGEMENT AND ADMINISTRATION

SUBJECT: Agency Responsibilities for Business Continuity
and Contingency Plans (BCCPs)

Many of you have been following the Executive Office of the President (EOP) Y2K progress very closely and are actively involved in ensuring that your organization is capable of continuing operations in the event of unforeseen Year 2000 problems beginning January 1, 2000. Now that the Office of Administration has successfully renovated all of the EOP Mission Critical systems, it is extremely important that EOP organizations finish the next critical steps. These include completing the drafting, testing and submission of your Business Continuity and Contingency Plans (BCCPs).

The BCCP is your organization's best defense in providing continuity of operations in the event of any Y2K failures. Because each organization has unique operational and management issues, the BCCP is something that every organization must develop to address its specific needs. While the EOP BCCP team is available to provide ongoing assistance, it is impossible for the team to complete this plan without the active participation of your staff.

Since early October 1999, members of the EOP BCCP team have been working with your agency representatives to review your BCCP and to conduct test exercises. Immediately following these exercises, a BCCP debrief occurred so that offices could refine their plans based on lessons learned during the exercises. Enclosure (1) provides you with an updated report on the BCCP status of each EOP organization. Enclosure (2) provides you with a copy of your organization's proposed annex to the BCCP. Please provide any feedback that you or your staff may have to my BCCP points of contact Kevin Paulsen at x56407 or Dottie Cleal at x56401. Your input is needed no later than November 12, 1999 so that we may finish our Y2K efforts on schedule.

Based on your input, the BCCP for your organization will be finalized, approved and published for use by internal and external agencies. The EOP BCCP (with appropriate annexes) will serve as the primary, formal procedure governing EOP operations in the event of unexpected Y2K related problems. These plans should be adequately communicated and rehearsed and made available to assigned members of your staff to avoid possible confusion at a later date.

I anticipate that this will remain an important senior management and leadership issue and I look forward to your continued interest, support and involvement.

**EXECUTIVE OFFICE OF THE PRESIDENT
BUSINESS CONTINUITY AND CONTINGENCY PLANNING
STATUS OF AGENCY ANNEXES**

AGENCY	Today					
	July	August	September	October	November	December
WHO-Office of Press Secretary, POC Jenni Engebretsen						
WHO-Millennium Council, POC Josefina Velasco						
WHO-Office of Cabinet Affairs, POC Anne Bovaird						X
WHO- Office of Legislative Affairs, POC Michael Williams						
WHO- Office of Correspondence, Christina Stacey						
WHO-Counsel to the President, POC William Winkler						X
WHO-Office of Records Management, POC Terry Good						
WHO-Chief of Staff, POC Carolyn Wu						
WHO-Office of Communications, POC Shawn Johnson						
WHO-Office of Intergovernmental Affairs, POC Adreinne Elrod					X	X
WHO-Office of Policy Development, POC Courtland Willman						
WHO-Office of Presidential Advance, POC Denise Diorio						
WHO-Office of Presidential Scheduling, POC Anne Whitworth					X	X
WHO-Office of Public Liaison, POC Kendee Yamaguchi					X	X
WHO-Office of the Executive Clerk, POC Timothy Saunders						
WHO-Office of the First Lady, POC Eric Woodard					X	X
WHO-Oval Office, POC Betty Currie					X	X
WHO-Travel Office, POC Faye Granger					X	X
WHO-White House Operations, POC John Liipfert					X	X
Office of the Vice President, POC Andy Dryden					X	X
WHO-Management and Administration, POC Jason Rodriguez					X	X
OA-Facilities, POC Larry Handeland					X	X
OA-Financial Management Division, POC Whitney Harris					X	X
OA-General Services Division, POC Kathleen O'Halloran						
OA- Human Resources Management, POC Diane Smith					X	X
OA- Library & Research Services Division, POC Paula Vincent					X	X
Council of Economic Advisors, POC Cathy Fibich					X	X
Council on Environmental Quality, POC Carolyn Mosley						
Office of National Drug Control Policy, POC Tillman Dean					X	X
Office of Science & Technology Policy, George Cravaritis				X	X	X
Office of U.S. Trade Representative, POC Richard Kristobek					X	X
Office of Management and Budget, POC Paul Tisdale						

Red- Denotes offices contacted, no plan produced.
Yellow- Denotes plan received, awaiting Exercise.
Green- Denotes plan Exercised
Light-blue- Denotes post - Exercise annex update.
Dark blue- Denotes pending sign off by POC and Senior office personnel.
X - Denotes plan signed off on by POC and Senior office personnel.

Upcoming Exercises:
 Office of Legislative Affairs
 TBA
 Millennium Council
 11/04

Legend: BCCP Stage Completed

Complete Annex	Complete Exercise	Post-Exercise Annex	Pending Annex	Agency Sign-off on Annex
Update		Update	Signoff	X

Note: Cell in which shading first appears shows week action completed.



EOP – WHO - Office of Records Management

Business Continuity and Contingency Plan Agency/Office Annex

Prepared By: _____

Approved By: _____

Date: _____

9.1 Agency

White House Office - Office of Records Management

9.1.1 Core Business Process

Processing White House documents.

9.1.1.1 System Dependencies

VAX cluster, ARMS

9.1.1.2 Threats

Failure of either the VAX cluster or the ARMS application would make entry of new records into the database temporarily impossible.

9.1.1.3 Notification Process

Attachment A is a telephone listing of the ORM staff with home cell telephone numbers. Supervisors are responsible for contacting subordinates. White Hours Switchboard also has these telephone numbers. This listing also includes archivists from the National Archives who are responsible for responding to ORM requests for recall of files in courtesy storage at NARA.

9.1.1.4 Incident Response – Liaison and Management

ORM staff will contact IS&T's "help Desk" and, if provided, specific IS&T staff. ORM's response time expectations will depend upon each incident and will be no different from those currently in place. Copies of this document will be distributed to each ORM supervisor.

9.1.1.5 Mitigation Strategies

9.1.1.5.1 Processing:

9.1.1.5.1.1 Outgoing mail ... Lead ORM staffer: Everett Houser

Back-up: Phil Droege, Mary Brooke, Terry Good, Lee Johnson, Mike Septoff,
Russel Loiselle

Quality control review: a manual task requiring no computers nor electricity.

Signing: a process utilizing an electrical machine to sign autographs. One machine is computer dependent. Computer is Y2K.

Photocopying: a process utilizing electrical machines that is not computer dependent

9.1.1.5.1.2 Incoming "More Important" mail . Lead ORM staffer: Frances Campbell

Back-up: Crystal Jones, Debra Jones, Mary Brooke, Wandra Simpson, Patricia Young, Russell Loiselle

Evaluation: a manual process requiring no computers nor electricity.

Assigning ID numbers: numbers are machine generated on labels. Sheets of labels are generated in advance. A large stock is maintained to last for several weeks.

Entering abstracts into database: a process that is computer dependent. If computer system goes down, electrical machines will be used to produce photocopies of the letters. Copies will be placed in temporary filing bins by subject and thereunder by ID number. Abstracts can be entered later from these photocopies when the system is revived.

Scanning: a computer dependent process. Normally, originals are scanned before being forwarded to appropriate offices. However, if computer system goes down, electrical machines will be used to produce photocopies. Copies will be placed in temporary filing bins by subject and thereunder by ID number. When system is revived, these photocopies will be scanned. In the meantime, the originals will be forwarded to the appropriate offices.

Forwarding to appropriate offices: a manual process of placing the cases in interoffice mails pouches and addressing the pouches for subsequent delivery by the messengers.

9.1.1.5.1.3 Incoming files ... Lead ORM staffers: Patricia Young and Wandra Simpson

Back-up: Cindy Shrouds, Tom Taggart, Theodoric James, Myra Freeman,
Madalene Evans, Russel Loiselle, Terry Good, Lee Johnson

9.1.1.5.1.3.1 Individual documents

Sorting documents by type and importance: a manual process.

Preparing selected documents for optical scanning: a manual process of arranging pages within the document, taping small (sub-letter sized) papers to letter sized sheets, removing staples, and unfolding pages.

Assigning ID numbers to each document: numbers are machine generated on labels. Sheets of labels are generated in advance. A large stock is maintained to last for several weeks.

Scanning of individual documents: a process that is computer dependent. If the computer system goes down, the scanning will be postponed. Documents will be held by individual ORM staffers who have prepared the documents for scanning.

Entering abstracts into database: a process that is computer dependent. If computer system goes down, this step, which follows the scanning process, will be postponed until the computer system is revived.

Filing of documents: a manual process. If the computer system goes down, this step, which follows the abstracting process, will be postponed until the computer system is revived.

9.1.1.5.1.3.2 Boxes of documents ... Lead ORM staffer: Tom Taggart

Assigning ID numbers to the boxes: numbers are machine generated on labels. Sheets of labels are generated in advance. A large stock is maintained to last for several weeks.

Entering folder label information into computer data base: Each box comes with an inventory of the folder labels within. If the computer system goes down, this process will be postponed until the system is revived.

Scanning of inventories: a process that is computer dependent. If the computer system goes down, this process will be postponed

9.1.1.5.2 Loss of Application Server

ORM uses the Automated Records Management System (ARMS), which are loaded onto the VAX cluster, a group of DEC VAX computer systems. The ARMS and the VAX cluster have gone through independent validation and verification (IV&V) and have been found to be Y2K compliant. However, if the VAX cluster is not available, ORM will delay entry of new records into its database until it is available.

9.1.1.5.3 Total Network Failure

If neither the record tracking applications nor the data files are available, ORM will delay entry of new records into its database until the network is revived.

9.1.1.6 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Individual	Completion Date
Processing:	Maintaining log of unprocessed records	ORM	Each supervisor	Upon occasion

9.1.1.7 Requirements for Office Supplies

One stand-alone computer for Data Entry Section

9.1.2 Core Business Process

Retrieving White House documents/information in custody of ORM.

9.1.2.1 System Dependencies

VAX cluster, ARMS

9.1.2.2 Threats

Failure of either the VAX cluster or the ARMS application would make retrieval of documents through automated means temporarily impossible.

9.1.2.3 Mitigation Strategies

9.1.2.3.1 Retrieval

9.1.2.3.1.1 Individual documents Lead ORM staffer(s): all ORM staff

By name of an individual/organization: Cannot be found if computer system is down, except for those correspondence documents of routine natures, which were, filed in ORM's alphabetical file during first half of the Administration.

By subject: Cannot be found if computer system is down, except to the extent that ORM staff can guess the primary subject of the document requested. A search can then be conducted through that particular subject file category.

9.1.2.3.1.2 Boxes Lead ORM staffer: Wandra Simpson

Back-up: Wandra Simpson, Myra Freeman, Willie Howell, Russel Loiselle, Mike Septoff, Howard Westray, Terry Good, Lee Johnson

Cannot easily be found if computer system is down, except through a labor intensive and all-but-impossible search through the paper inventories filed in the Subject File category FG006-01. While ORM's log books would assist in identifying and locating boxes, the information is listed in rough chronological order, making any search an equally time consuming task.

9.1.2.3.1.3 Folders within boxes Lead ORM staffer: Wandra Simpson

Back-up: Wandra Simpson, Myra Freeman, Willie Howell, Russel Loiselle, Mike Septoff, Howard Westray, Terry Good, Lee Johnson

Cannot be found if computer system is down, unless sending office is able to inform ORM of the existence of the folder(s). See above (Boxes) for degree of difficulty in locating box(es) in which folder(s) are filed. In some instances the sending office can also identify the box (es) containing the folders(s).

9.1.2.3.1.4 Subpoenas Lead ORM staffer: Tom Taggart

Back-up: Terry Good, Lee Johnson

Cannot respond to these requests if computer system is down, given the requirement to certify that ORM has conducted a thorough search of all records in its custody.

9.1.2.3.1.5 Loss of Application Server

ORM uses the Automated Records Management System (ARMS), which are loaded onto the VAX cluster, a group of DEC VAX computer systems. The ARMS and the VAX cluster have gone through independent validation and verification (IV&V) and have been found to be Y2K compliant. However, in the event of a failure of the VAX cluster, Orm wil follow retrieval procedures listed above.

9.1.2.3.2 Total Network Failure

In the event of a network failure, ORM will follow retrieval procedures listed above..

9.1.2.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Individual	Completion Date
Total Network Failure	Majority of documents and information will be unavailable. ORM has a very limited ability to locate the more important documents which have been received individually and subsequently file by primary subject	ORM	All staff	Upon occasion

9.1.2.5 Requirements for Office Supplies

The procedures in paragraphs 9.1.2.3.1 will not require extra office supplies.

9.1.3 Requirements for staffing and equipment

Resource	How Many Do You Need One Day Later?	How Many Do You Need One Week Later?	How Many Do You Need Two Weeks Later?
Administrative staff	N/A	N/A	N/A
Other staff	24/4	24/4	24/4
Personal PCs	6	6	6
Secure PCs	N/A	N/A	N/A
Printers	5	5	5
Telephone lines	12	122	122
Secure telephone lines	N/A	N/A	N/A
Copy machines	5	5	5
Faxes	1	1	1
Pagers/cell phones	1	1	1



EOP – WHO – Office of Executive Clerk

Business Continuity and Contingency Plan

Agency/Office Annex

Prepared By: _____

Approved By: _____

Date: _____

1.1 Agency

White House Office – Office of the Executive Clerk

1.1.1 Core Business Process

Creates and maintains the official permanent White House record of Presidential actions. (See also paragraphs 1.1.2, 1.1.3, 1.1.3.5, and 1.1.4.5.)

1.1.1.1 System Dependency

The EOP Network.

1.1.1.2 Threat

Y2K problems could cause network to be unavailable.

1.1.1.3 Mitigation Strategies

1.1.1.3.1 High Criticality Quick Response

Not applicable.

1.1.1.3.2 Loss of Internet Access

Not applicable.

1.1.1.3.3 Partial Network Failure

1.1.1.3.3.1 Loss of Application Server

Not applicable. For this core business process, the Office of the Executive Clerk uses Microsoft Office 97 and Lotus Notes, which are part of the EOP Standard Load installed on individual workstations; Corel WordPerfect (received Waiver for use of this software package); and Advanced Revelation (AREV).

1.1.1.3.3.2 Loss of Local Hard Drive

Not applicable. Office uses only network drives.

1.1.1.3.3.3 Loss of File Server

If the Microsoft Office 97 and Lotus Notes applications are available but user-generated files are not, the Office of the Executive Clerk will ask IS&T to copy backed up files onto an alternate file server. The Office could also ask IS&T to copy the files onto a network drive or local hard drive. As an alternative, it would be possible for the Office of the Executive Clerk to develop documents on stand-alone computers or typewriter and deliver the documents by hand or by fax.

1.1.1.3.4 Total Network Failure

If neither the Microsoft Office application nor the data files are available, the Office of the Executive Clerk will develop documents on a stand-alone computer and modem. The Executive

Clerk's Office will determine how many additional typists would be required to fulfill their functions. The office staff will also use memory typewriters to support loss of automation. Ledgers maintained by the Executive Clerk's Office would be used in recording Presidential actions. Deliveries will be by hand or by fax.

1.1.1.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Person	Date
1.1.1.3.2	Collect and organize current telephone and fax numbers, print out copies, and make them available	Executive Clerk's Office		
1.1.1.3.3.2, 1.1.1.3.3.3	Copying files to removable media and CD-ROMS	IS&T		
	Identifying alternative workstation	Executive Clerk's Office		
	Copying backed up files onto alternative workstation	IS&T		
1.1.1.3.3.3	Identifying stand-alone workstation	Executive Clerk's Office		
	Configuring and loading software onto stand-alone computers	IS&T		
	Completion of support documents	Executive Clerk's Office		
	Identify clerk typists	Executive Clerk's Office		

1.1.1.5 Requirements for Office Supplies

Not Applicable.

1.1.2 Core Business Process

Identification, preparation, processing, and recording of all Presidential appointments. The office prepares (or directs the preparation) of each Presidential nomination to the Senate and commission of appointment. The office provides technical advice on a daily basis to the Office of Presidential Personnel concerning current and future appointments. These documents include but are not limited to the President's civilian and military nominations to the Senate, commissions of appointment, Executive orders, proclamations, pardons, letters accepting resignations, special messages to the Congress, veto messages, messages transmitting reports to the Congress (and treaties to the Senate), decisions and determinations, memoranda from the President to units of

the executive branch, and certificates and citations that accompany Presidential awards and medals. . (See also paragraphs 1.1.1, 1.1.3, 1.1.3.5, and 1.1.4.5.)

1.1.2.1 System Dependency

Advanced Revelation Software, Network

1.1.2.2 Threat

Y2K problems could cause software to be unavailable.

1.1.2.3 Mitigation Strategies

1.1.2.3.1 High Criticality Quick Response

Not applicable.

1.1.2.3.2 Loss of Internet Access

Not applicable.

1.1.2.3.3 Partial Network Failure

1.1.2.3.3.1 Loss of Application Server

The Office of the Executive Clerk uses Advanced Revelation software (AREV) application for identification, preparation, processing, and recording of all Presidential appointments. If the primary application server is unavailable, a copy of the application will be loaded onto another server by IS&T. New desktop shortcuts will be created in Windows NT by IS&T for the Office of the Executive Clerk to use temporarily to open the application.

1.1.2.3.3.2 Loss of Local Hard Drive

Not applicable.

1.1.2.3.3.3 Loss of File Server

If the A-Rev application is available but user-generated files are not, the Office of the Executive Clerk will ask IS&T to copy backed up files onto an alternate file server. The Office could also ask IS&T to copy the files onto a network drive or local hard drive. As an alternative, it would be possible for The Office of the Executive Clerk to develop documents on stand-alone computers or typewriters and deliver the documents by hand or by fax.

1.1.2.3.4 Total Network Failure

If neither the A-Rev application nor the data files are available, The Office of the Executive Clerk will develop documents on a stand-alone computer or typewriter. The Office of the Executive Clerk will determine how many additional typists would be required to fulfill their

functions. Ledgers maintained by the Executive Clerk's Office would be used in recording Presidential actions. Deliveries will be via hand or by fax.

1.1.2.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Person	Date
1.1.2.3.2	Collect and organize current telephone and fax numbers, print out copies, and make them available	Executive Clerk's Office		
1.1.2.3.3.2, 1.1.2.3.3.3	Copying files to removable media and CD-ROMS	IS&T		
	Identifying alternative workstation	Executive Clerk's Office		
	Copying backed up files onto alternative workstation	IS&T		
1.1.2.3.4	Identifying stand-alone workstation	Executive Clerk's Office		
	Configuring and loading software onto stand-alone computers	IS&T		
	Completion of support documents	Executive Clerk's Office		
	Identify clerk typists	Executive Clerk's Office		

1.1.2.5 Requirement for Office Supplies

The procedures in paragraph 1.1.2.3.4 would require ledgers for hand-entry of pending actions.

1.1.3 Core Business Process

Identification, preparation, processing, and recording of all Presidential appointments. The office prepares (or directs the preparation) of each Presidential nomination to the Senate and commission of appointment. The office provides technical advice on a daily basis to the Office of Presidential Personnel concerning current and future appointments. These documents include but are not limited to the President's civilian and military nominations to the Senate, commissions of appointment, Executive orders, proclamations, pardons, letters accepting resignations, special messages to the Congress, veto messages, messages transmitting reports to the Congress (and

treaties to the Senate), decisions and determinations, memoranda from the President to units of the executive branch, and certificates and citations that accompany Presidential awards and medals. (See also paragraphs 1.1.1 1.1.2, 1.1.3.5, and 1.1.4.5.)

1.1.3.1 System Dependency

Network.

1.1.3.2 Threat

Y2K problems could cause network to be unavailable.

1.1.3.3 Mitigation Strategies

1.1.3.3.1 High Criticality Quick Response

Not applicable.

1.1.3.3.2 Loss of Internet Access

Not applicable.

1.1.3.3.3 Partial Network Failure

1.1.3.3.3.1 Loss of Application Server

Not applicable. The Office of the Executive Clerk uses Lotus Notes and Microsoft Office 97; Corel WordPerfect (received Waiver for use of this software package); and Advanced Revelation (AREV) for communications and transmission of documents in support of identification, preparation, processing, and recording of all Presidential appointments.

1.1.3.3.3.2 Loss of Local Hard Drive

Not applicable.

1.1.3.3.3.3 Loss of File Server

If the Microsoft Office 97 and Lotus Notes applications are available but user-generated files are not, the Office of the Executive Clerk will ask IS&T to copy backed up files onto an alternate file server. The Office could also ask IS&T to copy the files onto a network drive or local hard drive. As an alternative, it would be possible for The Office of the Executive Clerk to develop documents on stand-alone computers or typewriters and deliver the documents by hand or by fax.

1.1.3.3.4 Total Network Failure

If neither the Microsoft Office 97 application nor the data files are available, the Office of the Executive Clerk will develop documents on a stand-alone computer and modem or memory typewriters to support loss of automation. The Office of the Executive Clerk will determine how many additional typists would be required to fulfill their functions.

1.1.3.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Person	Date
1.1.3.3.2, 1.1.3.3.3	Making backup copies of user-generated files	Executive Clerk's Office		
	Identifying alternative workstation	Executive Clerk's Office		
	Copying backed up files onto alternative workstation	IS&T		
1.1.3.3.4	Identifying stand-alone workstation	Executive Clerk's Office		
	Completion of support documents	Executive Clerk's Office		
	Identify clerk typists	Executive Clerk's Office		

1.1.3.5 Requirements for Office Supplies

Not Applicable.

1.1.4 Core Business Process

Receives all formal documents from the Congress commencing the ten-day constitutional period for Presidential review. (See also paragraphs 1.1.1, 1.1.2, 1.1.3, and 1.1.4.5.)

1.1.4.1 System Dependency

Network.

1.1.4.2 Threat

Y2K problems could cause network to be unavailable.

1.1.4.3 Mitigation Strategies

1.1.4.3.1 High Criticality Quick Response

Not applicable.

1.1.4.3.2 Loss of Internet Access

Not applicable.

1.1.4.3.3 Partial Network Failure

1.1.4.3.3.1 Loss of Application Server

Not applicable. The Office of the Executive Clerk uses AREV for logging and tracking all formal documents from the Congress commencing the ten-day constitutional period for Presidential review. This application is installed on each individual workstation.

1.1.4.3.3.2 Loss of Local Hard Drive

Not applicable.

1.1.4.3.3.3 Loss of File Server

If the Microsoft Office 97 and Lotus Notes applications are available but user-generated files are not, the Office of the Executive Clerk will ask IS&T to copy backed up files onto an alternate file server. The Office could also ask IS&T to copy the files onto a network drive or local hard drive. As an alternative, it would be possible for the Office of the Executive Clerk to develop documents on stand-alone computers or typewriters.

1.1.4.3.4 Total Network Failure

If neither the Microsoft Office 97 application nor the data files are available, The Office of the Executive Clerk will log receipt of documents on a stand-alone computer, typewriters, or ledgers maintained by the Executive Clerk's Office would be used in recording receipt of formal documents from the Congress.. The Office of the Executive Clerk will determine how many additional typists would be required to fulfill their functions.

1.1.4.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Person	Date
1.1.4.3.3.2, 1.1.4.3.3.3	Making backup copies of user-generated files	Executive Clerk's Office		
	Identifying alternative workstation	Executive Clerk's Office		
	Copying backed up files onto alternative workstation	IS&T		
1.1.4.3.4	Identifying stand-alone workstation	Executive Clerk's Office		
	Completion of support documents	Executive Clerk's Office		
	Identify clerk typists	Executive Clerk's Office		

1.1.4.5 Requirements for Office Supplies

Not Applicable.

1.1.5 Core Business Process

Review, processing, final preparation, and disposition of official documents signed by the President. These documents include but are not limited to the President's civilian and military nominations to the Senate, commissions of appointment, Executive orders, proclamations, pardons, letters accepting resignations, special messages to the Congress, veto messages, messages transmitting reports to the Congress (and treaties to the Senate), decisions and determinations, memoranda from the President to units of the executive branch, and certificates and medals. (See also paragraphs 1.1.1, 1.1.2, 1.1.3, and 1.1.3.5.)

1.1.5.1 System Dependency

Network.

1.1.5.2 Threat

Y2K problems could cause network to be unavailable.

1.1.5.3 Mitigation Strategies

1.1.5.3.1 High Criticality Quick Response

Not applicable.

1.1.5.3.2 Loss of Internet Access

Not applicable.

1.1.5.3.3 Partial Network Failure

1.1.5.3.3.1 Loss of Application Server

The Office of the Executive Clerk uses AREV, Corel WordPerfect, and Microsoft Office 97 application for review, processing, final preparation, and disposition of official documents signed by the President. If the primary application server is unavailable, a copy of the application will be loaded onto another server. New desktop shortcuts will be created in Windows NT for the Office of the Executive Clerk by IS&T to use temporarily to open the applications.

1.1.5.3.3.2 Loss of Local Hard Drive

Not applicable.

1.1.5.3.3.3 Loss of File Server

If the Microsoft Office 97 and Lotus Notes applications are available but user-generated files are not, the Office of the Executive Clerk will ask IS&T to copy backed up files onto an alternate file server. The Office could also ask IS&T to copy the files onto a network drive or local hard drive.

As an alternative, it would be possible for The Office of the Executive Clerk to develop documents on stand-alone computers or typewriters.

1.1.5.3.4 Total Network Failure

If neither the Microsoft Office 97 application nor the data files are available, the Office of the Executive Clerk will accomplish these functions on a stand-alone computer and modem or typewriter. The Office of the Executive Clerk will determine how many additional typists would be required to fulfill their functions. Ledgers maintained by the Executive Clerk's Office would also be used in recording Presidential actions. Deliveries will be via hand or by fax.

1.1.5.4 Staff Responsibilities

Paragraph	Task	Responsible office	Responsible Person	Date
1.1.5.3.3.2, 1.1.5.3.3.3	Making backup copies of user-generated files	Executive Clerk's Office		
	Identifying alternative workstation	Executive Clerk's Office		
	Copying backed up files onto alternative workstation	IS&T		
1.1.5.3.4	Identifying stand-alone workstation	Executive Clerk's Office		
	Completion of support Documents	Executive Clerk's Office		
	Identify clerk typists	Executive Clerk's Office		

1.1.5.5 Requirements for Office Supplies

Not Applicable.

1.1.6 Core Business Process

Serves as the official "Secretary to the President" when carrying the President's communications (all nominations, special messages and reports, and vetoes) onto the floors of the Senate and the House of Representatives.

1.1.6.1 System Dependency

None

1.1.6.2 Threat

Y2K problems should not impact the courier service aspect of delivering Presidential communications onto the floors of the Senate and House of Representatives.

1.1.6.3 Mitigation Strategies

Not Applicable.

1.1.6.4 Requirements for Office Supplies

Not Applicable.

1.1.7 Requirements for staffing and equipment

Additional Resources Necessary	How Many Do You Need One Day Later?	How Many Do You Need One Week Later?	How Many Do You Need Two Weeks Later?
Administrative staff	--	1	2
Other staff	IS&T support, as required	IS&T support, as required	IS&T support, as required
Personal PCs	3	4	5
Secure PCs	--	--	--
Printers	--	--	--
Telephone lines	--	--	--
Secure telephone lines	--	--	--
Copy machines	--	--	--
Faxes	--	--	--
Cell phones	--	1	2

**EXECUTIVE OFFICE OF THE PRESIDENT
BUSINESS CONTINUITY AND CONTINGENCY PLANNING
STATUS OF AGENCY ANNEXES**

AGENCY	Today					
	July	August	September	October	November	December
WHO-Office of Press Secretary, POC Jenni Engebretsen						
WHO-Millennium Council, POC Josefina Velasco						
WHO-Office of Cabinet Affairs, POC Anne Bovaird						X
WHO- Office of Legislative Affairs, POC Michael Williams						
WHO- Office of Correspondence, Christina Stacey						
WHO-Counsel to the President, POC William Winkler						X
WHO-Office of Records Management, POC Terry Good						
WHO-Chief of Staff, POC Carolyn Wu						
WHO-Office of Communications, POC Shawn Johnson						
WHO-Office of Intergovernmental Affairs, POC Adreinne Elrod					X	X
WHO-Office of Policy Development, POC Courtland Willman						
WHO-Office of Presidential Advance, POC Denise Diorio						
WHO-Office of Presidential Scheduling, POC Anne Whitworth					X	X
WHO-Office of Public Liaison, POC Kendee Yamaguchi					X	X
WHO-Office of the Executive Clerk, POC Timothy Saunders						
WHO-Office of the First Lady, POC Eric Woodard					X	X
WHO-Oval Office, POC Betty Currie					X	X
WHO-Travel Office, POC Faye Granger					X	X
WHO-White House Operations, POC John Liipfert					X	X
Office of the Vice President, POC Andy Dryden					X	X
WHO-Management and Administration, POC Jason Rodriguez					X	X
OA-Facilities, POC Larry Handeland					X	X
OA-Financial Management Division, POC Whitney Harris					X	X
OA-General Services Division, POC Kathleen O'Halloran						
OA- Human Resources Management, POC Diane Smith					X	X
OA- Library & Research Services Division, POC Paula Vincent				X	X	X
Council of Economic Advisors, POC Cathy Fibich				X	X	X
Council on Environmental Quality, POC Carolyn Mosley						
Office of National Drug Control Policy, POC Tillman Dean					X	X
Office of Science & Technology Policy, George Cravaritis				X	X	X
Office of U.S. Trade Representative, POC Richard Kristobek					X	X
Office of Management and Budget, POC Paul Tisdale						

Red- Denotes offices contacted, no plan produced.
Yellow- Denotes plan received, awaiting Exercise.
Green- Denotes plan Exercised
Light-blue- Denotes post - Exercise annex update.
Dark blue- Denotes pending sign off by POC and Senior office personnel.
X - Denotes plan signed off on by POC and Senior office personnel.

Upcoming Exercises:
 Office of Legislative Affairs
 TBA
 Millennium Council
 11/04

Legend: BCCP Stage Completed

Complete Annex Update	Complete Exercise	Post-Exercise Annex Update	Pending Annex Signoff	Agency Sign-off on Annex
				X

Note: Cell in which shading first appears shows week action completed.

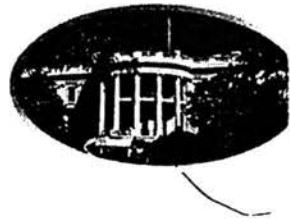
THE WHITE HOUSE

11/4
Christina - Great work. Thanks
to you and everyone on staff who
completed this!

It seems to me that someone in
OA should be signing off on
this for compliance. If I
am to sign off on this, I
will expect a similar
verification from OA or the/
any other responsible unit.

Thanks

Don



WHO – Staff Secretary’s Office

WH Correspondence

Business Continuity and Contingency Plan Agency/Office Annex

Prepared By: Christina Stacey

Approved By: _____

Date: _____

1 Agency Annexes

1.1 Agency

White House Office – Department of Correspondence

1.1.1 Core Business Process

Coordinate, develop, and document all incoming and outgoing Presidential correspondence, including messages and proclamations.

1.1.1.1 System Dependency

EOP Network, MS Office, Word Perfect, Intranet Quorum, Lotus Notes

1.1.1.2 Threats

The network could be unavailable.

The Department of Correspondence could lose its connection to the Internet in a number of different ways. The Internet is a complex system, and there is little authoritative information about the Y2K compliance of routers and other critical components. Since the Y2K issue has generated intense public interest, traffic on the Internet could multiply beyond the capacity of its pipelines. In addition, any one of a number of failures within the EOP network could prevent its users from connecting to the Internet.

1.1.1.3 Notification Process

If any failures occur, staff should notify their office's point of contact (See Attachment A), who should then notify Steve Horn (x66557/WH Signal (pager number 4027)). If Steve Horn is unavailable, please contact Christina Stacey (x65456). **DO NOT CALL THE HELP DESK.** To contact other Correspondence Staff, please consult the Correspondence Staff Telephone Listing (Attachment B).

1.1.1.4 Mitigation Strategies

For office-specific instructions, please consult the Y2K Guidance Sheet (Attachment C) for your office.

1.1.1.4.1 High Criticality Quick Response

In order to fulfill its core functions, the Department would need an additional 21 typewriters and ribbons, 15 ledgers, 10 laptops, and messengers for the delivery of documents. These resources will be obtained through White House Operations.

1.1.1.4.2 Loss of Internet Access

The Department of Correspondence relies on the Internet for e-mail communication outside of the White House Complex and also for news and research. For rapid communication, alternatives are telephones and fax machines. The Department of

Correspondence will ask regular e-mail correspondents to supply current telephone and fax numbers. Each user will be responsible for collecting this information, printing out copies, and having them available by December 10, 1999.

For research and monitoring news, alternatives include radio and television broadcasts, print media, libraries, and telephone contact with news and information sources.

1.1.1.4.3 Partial Network Failure

1.1.1.4.3.1 Loss of Application Server

Not applicable. The Department relies most heavily on Microsoft Office and Lotus Notes, which are part of the EOP standard load and are installed on the local hard drives of its workstations.

1.1.1.4.3.2 Loss of Local Hard Drive

If a local hard drive fails and access to data files is lost as a result, the Department will first identify another workstation from which these applications can be run and load the data files onto the hard drive on that workstation. To facilitate the recovery of these files, the Department will copy them to network file servers and removable storage media or CD-ROM discs.

1.1.1.4.3.3 Loss of File Server

The Department of Correspondence uses Quorum software. The Department uses four Compaq 5500 Proliant servers for all critical files, each with four processors, two gig memory, running Oracle, and Internet Information Server. To guard against the possibility of a failure of the network server on which user-created files are stored, the Department will copy these files to local hard drives and removable media on the last business day of December. If there is a failure of the network file server, the Department will request IS&T to activate the maintenance contract to repair or replace it. The Department will then restore files to the file server or to local drives as needed.

1.1.1.4.4 Total Network Failure

If neither the applications nor the data files are available, the Department will follow the procedures in paragraph 1.1.1.4.3.3 above. In addition, the Department will use internal fax machines to fax correspondence.

1.1.1.5 Staff Responsibilities

Task	Responsible Office	Target Date
Identifying alternative workstations (Attachment D)	Dept. of Correspondence Christina Stacey	10/30/99
Identifying stand-alone workstations (Attachment E)	Dept. of Correspondence Christina Stacey	10/30/99
Department-wide education on BCCP plan	Dept. of Correspondence C. Stacey/Office Contacts	11/1/99- 12/30/99
Ordering supplies and securing necessary equipment	Dept. of Correspondence Christina Stacey	11/10/99
Supply current telephone and fax numbers for contacts	Dept. of Correspondence Office Contacts	12/10/99
Backing up important files onto disk (Attachment F)	Dept. of Correspondence All Users	12/10/99- 12/30/99
Supply updated Y2K Guidance/Contact Sheets	Dept. of Correspondence Christina Stacey	12/27/99
Loading backed up files onto alternative workstations	Dept. of Correspondence Steve Horn/Christina Stacey	12/27/99- 12/30/99
Backing up Quorum files	Dept. of Correspondence Steve Horn/Quorum Specialists	12/31/99
Making request to IS&T (or IRT) for reinstallation of MS Office	Dept. of Correspondence Steve Horn	1/1/2000
Loading applications onto backup server	IS&T	1/1/2000
Loading backed up files onto stand-alone workstations	IS&T	Event trigger +36 hours

1.1.2 Requirements for staffing and equipment

Resource	How Many Do You Need One Day Later?	How Many Do You Need One Week Later?	How Many Do You Need Two Weeks Later?
Administrative staff	98	98	98
Other staff	796	796	796
Personal PCs	34	148	148
Secure PCs	0	0	0
Printers	27	65	65
Copy machines	6	12	12
Pagers/cell phones	7	7	7

Attachment A

Department of Correspondence Office Contacts

Debra Alexander	PLM	OEOB 96	x66018
Bryan Day	Student Correspondence	OEOB 597	x65127
Helen Castleman	Agency Liaison	OEOB 6	x65485
Steve Horn	E-Mail	OEOB 412	x66557
Robert Houser	Mail Analysis	OEOB 58	x65901
Cyril Jones	Special Projects	OEOB 60	x65930
Eileen McCaughey	Messages	OEOB 91	x65494
Jim Reagan	Mail Section	OEOB 49	x65970
Wendy Showers	Support	OEOB 62	x65945
Christina Stacey	Director's Office	OEOB 94	x65456
Kelley Van Auken	Comment Line/Greetings/ Volunteer Program	OEOB 22/39	x65479/x65442
Bob Zanlungo	Gift Office	OEOB 457	x65527

CORRESPONDENCE DEPARTMENT
TELEPHONE LISTING
OCTOBER 1999

DIRECTOR'S OFFICE

Old Executive Office Building Rm. 94
Correspondence Department Phone 6-7610
Intern Phone 6-5465
Fax 6-2993

Dan Burkhardt	Deputy Assistant to the President/Director of Corr. and Presidential Messages	6-5460
Delia Cohen	Deputy Director (90)	6-5462
Jan Vranich	Special Asst. to Dir.	6-5914
Debbie Bird	Office Manager	6-1910
Christina Stacey	Admin. Asst./Photos	6-5456

AGENCY LIAISON

(Case Work for the President)
Old Executive Office Building Rm. 6
Main Office Phone 6-7486
Intern Phone 6-5917
Fax 6-2992

Helen Castleman	Director	6-5485
Ami Lynch	Deputy Director and Correspondence Department Intern Coordinator	6-5920
Marji Hankins	Spec. Asst. to the Dir. & Senior Caseworker	6-5483
Lana Dickey	Senior Caseworker & Office Administrator	6-5504
Mike Cherba	Staff Assistant/Caseworker	6-5466
Emily Gibbons	Staff Assistant/Caseworker	6-5480

PRESIDENTIAL LETTERS AND MESSAGES

(Drafts Letters/Messages for Individuals & Groups)

Old Executive Office Building Rm. 96/97

Main Office Phone 6-5511

Intern Phone 6-5513

Rm. 96 Fax 6-2993/Rm. 97 Fax 6-5426

Debi Alexander	Director (Rm. 96)	6-6018
Maureen Hudson	Deputy Director (Rm. 96)	6-5902
Shannon Hinderliter	Senior Editor (Rm. 96)	6-5526
Sarah Knight	Senior Editor	6-5514
Tracy Sisser	Senior Writer	6-5516
John Corcoran	Writer	6-5515
Jeffrey Oakman	Writer	6-5517
Renee Sagiv	Writer	6-5519
Chris Scully	Writer	6-5512
John Wertman	Asst. Editor & Office Admin.	6-5509
Woyneab Wondwossen	Writer	6-5492

PRESIDENTIAL SUPPORT

(Document and Letter Production Support)

Old Executive Office Building Rm. 62

Main Office Phone 6-2304

Fax 6-5939

Eileen Upperman	Director	6-5949
Lynn Crable	Assistant Director	6-5940
Chris Baer	Special Assistant	6-5941
Dan DeGuzman	Special Assistant	6-5943
Earlene Rick	Special Assistant	6-5942
Wendy Showers	Special Assistant	6-5945
Patty Shumaker	Special Assistant	6-5948
Bernice Smith	Special Assistant	6-5944
Patty Williams	Special Assistant	6-5946

PRESIDENTIAL MESSAGES

PROCLAMATIONS

(Coordinates Messages/Letters to Individuals,
Groups, or Events)
(Proclamations)

Old Executive Office Building Rm. 91
Main Office and Intern Phone 6-7487
Fax 6-2806

Carmen Fowler	Director	6-5505
Eileen McCaughey	Proclamations Coordinator	6-5494
Vacant	Staff Assistant	

OFFICE OF WHITE HOUSE COMMENT LINE, GREETINGS
AND VOLUNTEER PROGRAM

(Comment Line, Greetings, Volunteers)
Old Executive Office Building Rm. 39/22

Room 39 Main Office Line 6-2724
Room 39 Reception Desk 6-5447
Room 22 Reception Desk 6-7756

Room 39 Fax 5-1232

Room 22 Fax 6-5056

Volunteer Hotline Recording 6-5458

Intern Hotline Recording 6-5122

Kelley Van Auken	Director, WH Comment Line, Greetings Office and Volunteer Program	6-5479 and 6-5442
Shivaun Cooney	Dep. Dir./Comment Line and Greetings (Rm. 39)	6-6438
Amanda Lightstone	Dep. Dir./Volunteer Program (Rm. 22)	6-5443
Vacant	Staff Assistant (Rm. 39)	

MAIL ANALYSIS

(Read/Code/Input Mail to President or
President and Mrs. Clinton and Data Entry)
Old Executive Office Building Rm. 56/60
Main Office Phone 6-6600
Fax 6-9050

Bob Houser	Director	6-5901
Trudy Roddick	Deputy Director	6-5490
Sharon Lewis	Administrative Assistant	6-5903
David Belsky	Corresp. Analyst &Editorial Asst. (Medal of Freedom)	6-5922
George Bohrer	Printing Supervisor	6-5928
Barbara Garner	Senior Correspondence Analyst	6-5933
Ray Goodwin	Correspondence Analyst	6-5921
Gus Labrador	Senior Mail Clerk	6-5926
Sang Won Lee	Correspondence Analyst	6-5919
James Mulvehill	Correspondence Analyst	6-5484
Elly Schilling	Data Entry/Quality Control	6-5918
Annie Stewart	Senior Correspondence Analyst	6-5925
Gregg Trainor	Correspondence Analyst	6-5510
Philip Weintraub	Asst. Mail Clerk	6-5927
Vacant	Correspondence Analyst	6-5132

EMAIL

(Electronic Correspondence sent to President and Vice President)
Old Executive Office Building Rm. 412
Main Office and Intern Phone 6-5932
Fax 6-7109

Steve Horn	Director	6-6557
Mary Binns	Deputy Director	6-5923

GIFT UNIT

(Processes Gifts to the First Family
and White House/EOP Staff)
Old Executive Office Building Rm. 457
Main Office and Intern Phone 6-7133
Fax 6-7485

Lori Krause	Director	6-5457
Vacant	Deputy Director	6-5499
Amy Kletnick	Gift Analyst/Writer	6-5532
Maureen Undlin	Writer	6-5529
Bob Zanlungo	Gift Analyst	6-5527

PRESIDENTIAL STUDENT CORRESPONDENCE

(Presidential Mail from age 18 and under)
Old Executive Office Building Rm. 597
Main Office Phone 6-7734
Intern Phone 6-5136
Fax 6-7705

Debra Wood	Director	6-5131
Catherine Kitchen	Deputy Director	6-5428
Dana Strand	Special Assistant	6-5133
Bryan Day	Staff Assistant	6-5127

SPECIAL PROJECTS

(Research/Draft/Examine Mail that
Requires Special Handling)
Old Executive Office Building Rm. 60
Main Office Phone 6-6600
Fax 6-9050

Michael Sharp	Director	6-5904
Cyril Jones	Special Projects Coordinator	6-5930

MAIL ROOM

Old Executive Office Building Rm. 49
Main Office Phone 6-2541
Fax 6-2461

Tony Mendoza	Superintendent	6-6694
Jim Reagan	Assistant Superintendent	6-5970
James Clark	Supervisor/Statistical Specialist (Rm. 61)	6-5986
Lue Culbreath	Night Supervisor	6-5985
Jim Reid	Supervisor, Mail Reception/ Security Office (Rm. 61)	6-5989
Andre Norwood	Supervisor, Stat. Analysis	6-5973
Hilliard Daniels	Days Distribution Clerk	6-2541
Sam Davis	Days Distribution Clerk	6-5985
Barbara Dickens	Distribution Clerk	6-5980
Anne Dao	Distribution Clerk	6-5985
Joseph Ford	Distribution Clerk	6-7126
Marilyn Herald	Distribution Clerk	6-5975
Ernesteen Johnson	Nights Distribution Clerk	6-2541
Stacy Luong	Nights Distribution Clerk	6-5985
Catherine Moyer	Distribution Clerk	6-5977
Lee Prince	Distribution Clerk	6-5983
Edward Tolbert	Distribution Clerk	6-5982
Beatrice Watts	Distribution Clerk (Rm. 61)	6-5988
Vacant	Distribution Clerk (Rm. 61)	6-5936

FIRST LADY'S CORRESPONDENCE

(First Lady's & Chelsea's Correspondence)
Old Executive Office Building Rms. 17-19
Main Office and Intern Phone 6-2941
Fax 6-5199

Alice Pushkar	Director	6-5955
Kim Henry	Staff Assistant	6-5959
Jody Kaplan	Staff Assistant	6-5965
Vacant	Staff Assistant	6-5966

QUORUM

(Assistance with Quorum/Quorum Applications)
Old Executive Office Building Rm. 60/412
Main Office Phone 6-5929

Steve Horn	System Manager (Room 412)	6-6557
Candy Booth (Wed & Fri)	Quorum Specialist (Room 60)	6-5929
Todd Cox (Mon)	Quorum Specialist (Room 60)	6-5929
Tim Poole (Tues & Thurs)	Quorum Specialist (Room 60)	6-5929