UNIVERSITY HONORS PROGRAM

SENIOR PROJECT - APPROVAL

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PROJECT TITLE: "White House Staffs: A Study"

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Date: 8/12/97

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August 11, 1997

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Abstract

In its current form, the modern presidency consists of much more than just a single individual elected to serve as the head of government. Beneath the President exists a presidential staff that, from a distance, resembles a smaller version of the larger Federal Government bureaucracy. Presidential staffs have historically (at least since the Kennedy Presidency) been a key element in the success or failure of their respective Presidents and thus are important to any study of the Presidency. The White House staff as it exists today would hardly be recognizable to earlier Presidents, even those serving as recently as a half-century ago. This fact can be attributed to the evolution of White House staffs stemming from increased expectations of the Congress, special interests and the American public in general, regarding presidential authority and intervention.

There are four evolutionary trends regarding the nature of White House staffs that have radically altered the concept of the presidency since the inception of the modern presidential staff under President Franklin Delano Roosevelt. The first trend that is noticed is the ever increasing size of the presidential staff. Whereas FDR was authorized to employ up to six assistants and a relatively small clerical and administrative staff, the White House under President Clinton has over 1,000 employees, and this number does not even include many presidential support units such as the Office of Management and Budget. The second trend is that of ever-increasing job specialization of White House subunits and staff. Today it is virtually impossible for one person to have the requisite level of competence necessary to speak with authority on any policy issue, lobby the Congress effectively, write presidential speeches and act as a spokesman for the President; this is much different than FDR's staffers who were able to remain generalists and possessed a fair level of competency in virtually all areas of presidential needs.

The third trend that can be seen regards the expansion of the power and influence of presidential staffs and staffers. Since the presidency of John Kennedy, presidential staffs have been heavily relied upon by successive Presidents to help aid them with policy decisions, either at the level of major policy decisions or by filling in the details from a rough policy outline. The final trend in White House staffing has been the ever-increasing amount of stress that has plagued staffers since FDR's presidency. This trend, if maintained, has the potential of keeping many good and qualified candidates from even considering an appointment to a presidential staff.

All told, there seems to be little reason to believe that the aforementioned trends will not continue into the future. If these trends are, in fact, maintained, the executive departments and agencies are certain to loose a substantial amount of power and influence, especially in regards to their direct influence with the President. Regardless of whether or not the trends continue, it is obvious that presidential staffs will never again be what they once were—small, general, and relatively powerless.

"White House Staffs: A Study"

In the introduction to his book The President's Men, author Patrick Anderson relates a conversation that says much about the influence over policy that those working for the President in the White House have come to enjoy:

> ...I asked a man who served prominently on a recent President's White House staff if he would be interested in running for the Senate. His reply was candid:
>
> "I had more power over national affairs in a few years in the White House than I could if I spent the rest of my life in the Senate." (1)

Anderson's book was published in 1968 when the White House staff numbered 546 strong (Wayne 220-221). As of 1993, the staff of the White House had grown to an incredible 1,394, a number which does not even take into account many offices, such as the sizable Office of Management and Budget (by October 1993, this number was cut to about 1,044 with President Clinton's 25% cut in staff--since then the staff has marginally increased in size) (Hart "President Clinton and the Politics of Symbolism" 390--see Appendix Table 1). In the almost 30 years since the publishing of The President's Men, not only has the size of the President's staff grown, its influence and power have grown as well. In a National Planning Association pamphlet, Joseph Coffey and Vincent Rock stated that, in order to be effective, a presidential staff must perform the following duties: provide essential information, inject new ideas into the decision-making process, assist in programming and in allocating resources, coordinate planning, help in the decision making process and coordinate the implementation of policies and programs (17-19). If one accepts Mr. Coffey's and Mr. Rock's assertions concerning what duties are minimally necessary for

success, as many experts probably would, one can quickly see that a president's staff necessarily makes a number of decisions that impact the president's policy decisions (e.g.--deciding which set of economic numbers to use in a report about welfare). Thus, in less than a quarter-century, one of the main recommendations of the Brownlow committee, namely that presidential assistants "remain in the background, issue no orders, make no decisions, (and) emit no public statements" (Burke xi) had fallen by the wayside as presidential assistants were becoming more and more influential, to the point that they were now expected to inject new ideas into, and help with, the decision-making process; this, of course, was a far cry from the Brownlow committee's belief that assistants should be facilitators of decisions that were made, rather than decision makers themselves. Since the writing of Mr. Coffey and Mr. Rock's article in 1961, presidential staffs have become still more influential and powerful, to the point that the White House is now the starting point for solving problems with many programs and discussing most policy issues, rather than the various departments, as had been the case before the existence of massive White House staffs. As Senator Ernest Hollings from South Carolina complained (during Nixon's presidency):

> "It used to be that if I had a problem with food stamps, I went to see the Secretary of Agriculture, whose department had jurisdiction over that problem. Not anymore. Now, if I want to learn the policy, I must go to the White House to consult with John Price. If I want the latest in textiles, I won't get it from the Secretary of Commerce, who has the authority and responsibility. No, I am forced to go to the White House and see Mr. Peter Flanigan. I shouldn't fee too badly.

> Secretary (of Commerce Maurice) Stans has to do the same thing." (Robertson 8).

Quite simply, the power of the presidency is no longer in the hands of only one man; while the President is ultimately responsible for the actions of his staff, the demands of the presidency have caused the President's staff to become very important cogs in the wheels of presidential decision making.

As an intern in the White House Office of Cabinet Affairs during the Fall of 1995, I came to learn a great deal about the organizational structure and work habits of the White House staff. In particular, I came to see how significant the staff below the senior staff really is in the greater scheme of things. My observations lead me to believe that it is at the middle and lower levels that the real 'work' gets done, after which it is passed up the chain of command until the senior staff gets it and decides what to do with it. Few realize how vital these mid-level staffers are to the very functioning of the Presidency and how very difficult working on a presidential staff can be. Not only are the hours long and the stress quite difficult to bear, there is also the fact that the job can at times be quite frustrating, even to those who have worked in the public sector their entire lives.

The following paper is worth some attention because, while there is a body of literature that exists concerning the President's senior staff and how the members of the staff function directly with the President, little has been written about the relative power and influence of less-senior staffers (i.e.--mid-level staffers). This leaves a huge gap in the policy decision-making process when one considers the fact that the incredible ease of access to, and volume of, information has made the task of 'filtering' all that information

down to an amount that the President might find manageable a very important one, indeed. Unfortunately, the very fact that the vast majority of the literature deals solely with the senior staffs requires us to infer a great deal about mid-level staffers rather than gain the information directly. Still, even with this hindrance, much can be learned about the power and influence of mid-level and lower staffers and how they might play a part in presidential decision making.

As with any paper, it is almost certain that there are articles or pieces of information that have been inadvertently overlooked. Still, after reviewing the literature on the subject, it would seem that there are certain statements about White House staffs in general, and certain White House staffs in particular, that are generally accepted. Thus, I have not tried to include every piece of information about White House staffs that is available, but rather have tried to include only that which seems directly pertinent to the development of White House staffs from what they once were into what they are today. There is still much that could be learned regarding this topic, particularly by those who might marry the areas of organizational management and political science and consider how these fields of study might help yield a more efficient, yet still politically viable, White House.

A large presidential staff is a fairly new element of the presidency and the American political system. The earliest presidential staffers were almost exclusively used for clerical work and scheduling appointments for the President, and they were paid directly out of the President's salary. George Washinton's nephew was the first presidential staffer, being paid $300 a year out of the President's own personal funds.

Successive presidents have also hired help out of their own pockets, often retaining relatives or friends to aid them with simple day-to-day administrative operations (i.e.--menial duties) (Robertson 1). These helpers were poorly paid and often inadequate to the task of aiding the President, even in the most basic of duties. In 1857, Congress finally appropriated funds for a presidential secretary, the first member of a presidential staff that was not paid for directly out of the President's own salary. From this one person, a very few staffers, mainly charged with clerical responsibilities and other basic administrative or day-to-day operations duties (e.g.--White House groundskeepers), were added over the years. The numbers of these staffers remained insignificant and rarely was any staffer involved at any level with a policy decision. In every imaginable way, the relative and absolute importance of the president's staff was minimal: minimal in size, lacking in significant responsibilities and quite limited in power and influence.

After entering office in 1933, President Franklin Delano Roosevelt (FDR) decided that he, and the presidency in general, needed a staff that worked directly for the President without any other responsibilities whatsoever. Before Roosevelt, most Presidents detailed at least a few people from the various departments to help out on various policy issues. Often those individuals would work mainly at the White House but would be paid by one of the executive departments by officially being employees of those departments. This gave the Presidents at least a little help, and before the era of the modern presidency, a little help is all that was really needed. FDR had been elected as an activist President with a huge agenda, however, and this required that the President have a staff that had as its only responsibility the needs of the President, unencumbered by any other obligations

whatsoever. Thus, Roosevelt needed a way to attain a larger presidential staff, a staff that he believed to be necessary for his success.

The President's justification for a larger staff came in the form of the report of the Committee on Administrative Management, often referred to as the Brownlow committee in reference to its chairman, Louis Brownlow. Created in 1936, this committee reported to the President in 1937 that:

> "The President needs help. His immediate staff assistance is entirely inadequate. He should be given a small number of executive assistants who would be his direct aides in dealing with the managerial agencies and administrative departments of government. These assistants...would have no power to make decisions or issue instructions in their own right...Their function would be...to assist him (the President) in obtaining quickly and without delay all pertinent information possessed by an of the executive departments so as to guide him in making responsible decisions; and then when decisions have been made, to assist him in seeing to it that every administrative department and agency affected is promptly informed...They would remain in the background, issue no orders, make no decisions, emit no public statements." (as quoted in Burke xi)

The committee's suggestions were submitted to the President in January 1937, and FDR quickly forwarded the report to Congress, as he agreed with it completely (having had a good deal of influence over its content) (Robertson 3). For a number of reasons, not the least of which was the arrival of the report to Congress at about the same time as FDR's plan to pack the Supreme Court, there was no real action on the recommendations until

1939. In 1939, a bill was passed by Congress that gave the President a limited authority to reorganize the executive branch and, quite importantly, to expand the White House staff to six assistants (Burke 10-11). On September 8, 1939, FDR issued Executive Order 8248 which had six major provisions, the main one of which was the creation of the Executive Office of the President; most political scientists consider this the genesis of the modern White House staffs. Roosevelt had gotten his wish--he had his own men, a staff that he could use as he pleased to help him further his sizable agenda.

A brief overview of the various management styles of all the Presidents that have been in office since the era of the modern White House staff would seem to be in order at this point. This overview is not intended to be an all encompassing view of each President's managerial strengths and liabilities, it is simply a rough map that shows how the White House staff has evolved from the limited staff that the Brownlow committee envisioned to the mammoth bureaucracy that it is today. First, the two major styles of organization should be defined. The circular, or "spokes of the wheel" method allows the President to be surrounded by a circle of advisors who have fairly open interaction and access to the President. This permits the President to get information and opinions from a variety of sources, but it can sometimes allow too many people too much access to the President, often causing the President's time might be wasted (Robertson 16). There are two widely accepted sub-models of the circular approach: the competitive model, used by FDR, and the collegial approach, the one preferred by Presidents Truman, Kennedy, Johnson, Carter (in the beginning) and Clinton (again, in the beginning). In the competitive model, the President hands out conflicting staff assignments and then the best

approach wins. The positive element of this approach is that it allows a wider variety of opinions and information on a subject, giving the President a set of alternatives from which he can pick the one with which he feels most comfortable. The negative to this style is that staff members are always competing with one another and it might well be that it would be more efficient to have only one person working on a particular project rather than having staffers duplicate one another's work (Robertson 17).

The collegial model is quite different from the competitive model in that the staff is expected to work together, in harmony, to advise and solve problems. Of course, this approach does not carry with it the problems incurred with staff duplicating one another's work and might therefore be considered on the surface to be more efficient. In truth, this system can be a positive system if the staff does not begin to think as one mind and not look at other alternatives. If the system breaks down, however, and a variety of options are not looked at with every policy decision, the consequences can be devastating to the President's success in office (Edwards 196-197).

On the opposite end of the spectrum is the pyramidal system. This system differs from the circular system in that there is a definite hierarchy that exists with the President at the top, a Chief-of-Staff below the President, followed by a level of senior advisors and so on until a definite chain of command exists. This system is a good system for Presidents who do not necessarily need or want to know every detail and are willing to let subordinates work out the details of policy from an outline sent down from higher levels. In theory, this can be a very efficient system, as it provides for a clear flow of information and allows the President to spend his time on weightier matters rather then worry about

staff and organizational concerns. It can be a poor system, however, if a President allows himself to become isolated or if he allows the system to 'filter' out too much information and causes him to make poor policy decisions based on inadequate information (Edwards 197). It should be mentioned that to have the idea that a President must choose one organizational system over the other is inaccurate--most Presidents prefer a hybrid system that is based mainly on one style or the other, yet still has at least some elements of both styles.

Presidential scholar Stephen Hess believes that the choice of organizational system might be somewhat dependent upon a President's political affiliation. He states:

> While all presidents rely heavily on people trained in the law, Republican presidents turn more often to "business" lawyers and Democrats usually to "political" lawyers. Republicans usually select more structured organizations, perhaps because of the corporate base of party support, and Democrats usually select more fluid structures, perhaps because of their greater reliance on staff with broad political experience, politics being an occupation that relies on temporary and informal arrangements. It may also be that these differences reflect a greater stress on administration in a Republican White House and on policy innovation under Democrats. (189)

As a rule, Hess seems to generally be on target. It would seem that the Republican propensity toward a more pyramidal structure might well come from the fact that a greater percentage of Republican staff no doubt come from the highly hierarchical corporate world than Democratic staff. Additionally, activist Democratic presidents often have an

agenda that requires developing new programs, requiring a fair amount of staff flexibility, the sort of flexibility that a more circular structure might provide. Republican activist presidents, like Ronald Reagan, also have a definite agendas, but these agendas rarely include the development of new agencies or programs; generally speaking, Republican activists desire to minimize or eliminate programs they find to be unnecessary, a goal that does not require the same amount of flexibility as having a goal of designing and building new programs. Still, with all this said, the ultimate determinate in the choice of a presidential staff organizational structure is the preference of the President, regardless of party affiliation or whether or not he might be considered an activist President.

The first President to have a modern staff was, of course, FDR. President Roosevelt followed the circular-competitive system, feeling that he got the best information from his subordinates when they were competing with one another for the President's favor. Because Roosevelt's staff was relatively small and powerless, he was able to manage this competitiveness and few large problems arose in spite of the structure. Since Roosevelt, no one has even attempted to institute a competitive system, no doubt because of the amount of effort that is necessary to quell problems that often arise from using such a system with even a small staff, much less the mammoth staffs that necessarily exist today.

After FDR's sudden death, Harry Truman immediately abandoned the competitive system and set up a hybrid system with a more hierarchical structure than Roosevelt's yet was still generally circular in nature. Samuel Kernell describes President Truman's general management style by saying: "President Truman was more orderly than his predecessor,

more informal than his successor, and more egalitarian than either" (Kernell 53). Truman did away with the competitive system because he did not like the amount of intrastaff competition that came from it and the inefficiencies that were inherent in it. Under Truman, the White House staff grew somewhat in size, but it gained little in power and influence since Truman preferred to use his Cabinet as policy advisors over his White House staff (Robertson 4). It is important to note that under Truman, staff specialization assumed momentum, beginning a trend that continues to this day as the various elements of the White House become more and more specialized (Hess 2).

Upon his election, President Dwight Eisenhower instituted a pyramidal command structure that had a very formal and definite chain of command. His desire to institute this type of structure no doubt stemmed from his experience with military command structure, which he seemingly attempted to emulate (Hess 3). During Eisenhower's presidency, we see the emergence of the first powerful Chief-of-Staff, Sherman Adams. Robertson states that: "Adams was seen as being so influential that a joke began to make the rounds: 'Wouldn't it be awful if Eisenhower died and Nixon became President?' 'Yes, but what if Adams died and Eisenhower became President?'" (18-19). While this was no doubt an exaggeration of Adams' power and influence over the President, the very fact that the joke even existed says much about how much the President relied on Adams. Beyond Adams, however, the staff remained relatively powerless. Certainly it grew in size and in structure, yet it had little influence since Eisenhower saw his staff as being policy helpers, not policy makers (Robertson 5). As Stephen Hess puts it, "Eisenhower still expected

cabinet officers to run their departments with a minimum of second-guessing from his staff" (3).

President John Kennedy began his administration by developing his staff structure on the Rooseveltian model, sans the competitive element. Kennedy became the first President to use the collegial model of organization. Kennedy was elected as an activist President and was told that a very structured staff hierarchy was not conducive to accomplishing his goals (Hess 3). Thus, he kept the structure open, serving basically as his own Chief-of-Staff. Some have argued that the events of the day, form the Bay of Pigs, to the Berlin blockade to the Cuban Missile Crisis helped to reinforce and solidify President Kennedy's belief in the collegial structure, as in crises such as these, fluidity of staff is a necessity (Robertson 17). During Kennedy's presidency, White House staff increased significantly in size, to the point that we first see the existence of middle-level staffers that are below senior staffers but above the senior staff's administrative aides or clerical help. More importantly, however, was the huge leap in power and influence that Kennedy's staff enjoyed. Outside and inside of the White House, Kennedy's men were quite influential and were central to the development of administration policy. The reasons behind their influence were numerous, but the two main reasons that the staff grew in power and influence were that: one, the President found Cabinet government to be lacking, and he therefore began to rely more on his staff for advice and, two, he felt that the executive departments simply did not move quickly enough to satisfy his desire for rapid change (Robertson 6). Regardless of the reasons, however, the fact still remains that under Kennedy, the White House staff gained a great deal of power and influence.

After Kennedy was assassinated, President Johnson decided to keep Kennedy's staff and structure, allowing it to evolve somewhat over time until it better suited his style (Robertson 6-7). The trends of increasing staff size and influence continued under Johnson, although the staff's visibility under Johnson diminished a great deal since he wanted to be on center stage at all times, never to be upstaged by his staffers. Staff size increased mainly because, like Kennedy, Johnson was very much an activist President and he had a sizable legislative agenda which necessitated a good deal of staff help. It was during Johnson's presidency that we see the first real signs of the difficulties and stressful nature of working at the White House become obvious. Some of this can be attributed to the legendary work habits of Johnson. This was a man who had incredible energy and stamina, and expected his staff to have the same energy and stamina; quite simply, working for President Johnson was at times very tiring and stressful, as staffers were on call 24 hours a day. Still, much of the stress that we begin to see really come out comes from the fact that the public expected much of the President, and these unreasonable expectations forced him to pile unreasonable expectations on his staff. Overall then, relative to the development of the White House staff, the Johnson Presidency was little more than an extension of the Kennedy Presidency.

President Richard Nixon's White House staff structure was quite similar to President Eisenhower's except that it was even more hierarchical and specialized that Eisenhower's. Nixon had seen Eisenhower's success with the pyramidal structure firsthand as Eisenhower's Vice-President, and he appreciated the fact that this type of structure could help to keep him from being bothered with policy details, allowing him to

fully concentrate on the bigger picture. Under Nixon, the size and power of the White House staff grew immensely. It grew in size out mainly out of Nixon's personal believe that the permanent government wanted to see him fail; thus, he began to centralize as much executive power as possible within the White House while taking it away from the departments and agencies. In the case of White House staffs, additional size usually means additional power and influence, and this was true of the Nixon White House. In addition to the power that is derived merely from sheer size, however, was the power that Nixon gave his staff to work with the departments, agencies and Congress on his behalf. Because he had little desire to be bothered with details and distrusted his departments and agencies to properly implement his policy from his rough outline, Nixon allowed his staff to decide on many of the details of his various policies. It has been said before that power corrupts, and there is little question that this was definitely the case in the Nixon White House. Regardless of the role that the President played, the Watergate episode caused many in and outside of Washington to question the wisdom of giving so much power to White House staffers; this episode would directly affect the staffing decisions of the next two Presidents after Nixon, and indirectly affect all those after, even to this day.

Following Nixon's resignation, Gerald Ford decided to keep some of the staff and much of the staff structure that he inherited from Nixon, but he tried to make the structure a more open one so that he would not become as isolated as Nixon did--more than anything else, he wanted openness, especially in light of the damage that Watergate had done to the American people's opinion of the presidency and government in general. Ford soon found, however, that access to him was too open and eventually took on a Chief-of-

Staff to help limit access (Robertson 9). Insofar as the staff was concerned, Ford wanted to limit the power of his staff to ensure that another Watergate-type episode did not occur. By this point, however, little could realistically be done to take away power from the presidential staff, thus he simply tried to slow its growth, as he tried to slow the growth of the size of the staff. He had intended to use his Cabinet more than had his most recent predecessors, but he found, much as they did, that cabinet members often have their own agendas and do not have the inherent loyalty to the President that the White House staff has, thus he began to use his staff more and more as his presidency moved on. Overall, while the trends of increasing size and power of White House staffs did not stop and/or reverse themselves under President Ford, he did manage to slow them significantly, no doubt a political necessity in the Watergate aftermath.

Jimmy Carter became President in 1977. His desire to avoid the excesses of the Nixon White House (i.e.--Watergate) led Carter to adopt a very open circular staff structure without a Chief-of-Staff, much like his predecessor. It took little time for Carter to realize that this system was unworkable--by 1976, the size of the White House had become so large that some structure was necessary (Robertson 9). Carter decided the he needed a Chief-of-Staff and a more pyramidal structure in order that he might keep from getting lost in the personnel disputes and details that had plagued him from the beginning of his presidency. During his term of office, Carter found, as Ford had before him, that for good or bad, a large White House staff is necessary for an effective Presidency, having discovered this after giving Cabinet government a try and learning that it was "confusing and ineffective" (Robertson 9). Thus, while he entered office wanting to reduce the size

and power of the presidential staff, he soon found that a large, powerful White House staff had become a necessary evil for a successful presidency. Finally, it is worth noting that under President Carter the level of specialization (and therefore, size) increased significantly as constituencies and special interests learned of the value of having someone they knew on the White House staff; this ever increasing level of specialization continues today as every group wants to get its "foot in the door."

The tenure of President Ronald Reagan was a return to the very hierarchical pyramidal structures of Eisenhower and Nixon. Reagan's structure was, at least in the beginning, significantly different from the structures of Eisenhower and Nixon, however. Under Reagan's organization, there was not one Chief-of-Staff that controlled the paper flow and acted as gatekeeper, but rather three (later four) senior staffers who each had easy access to the President and headed up one of three (later four) staff subunits. Reagan chose this organizational style because of his desire concentrate on the big picture and his inherent dislike of dealing with the details. This structure was later abandoned and was replaced with a more traditional pyramidal system with a powerful Chief-of-Staff at the helm. Regardless of the exact structure that was in place at the time, the fact remains that Reagan gave his staff a great deal of power and responsibility, desiring only to work on the major elements of policy and leave the details to the staff. Kernell writes of the President's organizational style:

> The president's general lack of interest in details and, collaterally, his insistence on delegating routine planning and administration characterized his leadership with each chief. The latitude he gave senior advisors is what allowed

> their styles to come to the fore. Donald Regan reported that when he took over the White House Office, the president's only advice was to be sure he received all points of view on an issue before making a decision. (55)

Additionally, while Reagan attempted a return to cabinet government like many of his predecessors, he found, as they did, that cabinet government simply did not work and he, too, was forced to rely more heavily on his staff, which, of course, necessitated a growth in the size of the White House staff. Again, we see the same trends of increasing size, power and specialization in the Reagan White House, as we saw in the White Houses of his predecessors.

As President George Bush entered office, he decided to follow the lead of his Republican predecessor and follow the pyramidal model of organization with a strong Chief-of-Staff (Edwards 189). President Bush chose John Sununu to be his Chief-of-Staff, but soon Sununu was forced to resign for a variety of reasons. For much of the President's term, there was little internal discipline and central control in the White House, and this was not remedied until James Baker was brought on board during the 1992 election campaign (Edwards 190). As under Reagan and all of his predecessors going back to FDR, the size of the White House staff grew significantly, especially in the area of foreign policy. The staff also grew in specialization, this being tied in with the growth that was found on Bush's foreign policy staff. In power, Bush's staff found no real growth; in fact, compared to the power and influence that Reagan's staff had, Bush's staff had significantly less power, as Bush did not mind being bothered with policy details as did Reagan. In short, the Bush White House continued the trends of increasing size and

specialization of the White House staff, but it did not continue the trend of increasing power--to do so would have basically given the presidency to the staff.

President Clinton began his presidency wanting to bring back much of the open staff atmosphere that existed under President Kennedy. He desired to follow the circular, collegial model of organization, hoping to position himself at the center of a staff that was able to provide him with all the information necessary to make an informed decisions and give him a variety of opinions about those decisions (or so it seemed). This setup is usually preferred by those who wish to change the status quo and implement change--the basic campaign them of then-candidate Clinton. To head up his staff, President Clinton chose his life-long friend Thomas "Mack" McLarty to be his Chief-of-Staff (CoS). From the very beginning, Mr. McLarty's choice to hold this position seems to have been a mistake. The President's work style, namely that of getting very involved in the details of virtually every decision and not maintaining a tight schedule, makes it very difficult for anyone to be a good CoS, insofar as being a gatekeeper and running interference for the President is concerned (Edwards 191). These difficult attributes were exaggerated by McLarty's lack of managerial skills and forcefulness in dealing with those who would ask too much of the President. Many promises, such as health-care reform, went unfulfilled and the public began to lose faith in the President.

After seventeen months, the president decided that the current staffing system was not working. He decided to restructure his top staff by giving McLarty the title of Counselor to the President and making Leon Panetta, former Congressman and head of the Office of Management and Budget, his new CoS. Panetta was brought in to institute

some type of order at the White House. This necessarily meant that a more hierarchical staff structure would have to be implemented and the accessibility of the President limited. Edwards tells of Panetta's effect on the White House: "Under his leadership, the White House began to operate more smoothly. Lines of authority and areas of responsibility were clearer. Meetings were less inclusive of everyone who wanted to attend" (Robertson 193). Controlling the staff was only part of the problem, however. As King and Riddlesperger state, "The most difficult task before Panetta was the same one McLarty faced, to bring, in Jack Watson's words, 'discipline, order and focus to (Clinton's)...formidable energy.'" (502). While it took some doing, after a while Mr. Panetta became trusted enough by the President to allow him (Panetta) to bring this discipline to Mr. Clinton as well.

The most telling sign of Mr. Panetta's success in building a workable staff structure and properly maintaining it can be seen in the success of the President's reelection bid. Immediately after the 1994 mid-term elections, the main question on the minds of most political pundits was "Who will get the chance to beat Clinton?" Few at that time gave Clinton any real chance of reelection, yet the new and improved staff under Panetta began to make headway and started winning some major battles with the turning point no doubt being the Budget battle of 1995. The President never looked back and won reelection handily. While Panetta cannot be given all the credit for Mr. Clinton's reelection, is seems doubtful that the previous staff structure and operation under Mr. McLarty would have given the President the kinds of victories needed to propel him to reelection.

Soon after the election, Mr. Panetta announced that he would not be staying on as CoS. His replacement was soon announced to be Erskine Bowles, previously one of two Deputy Chiefs of Staff. So far, Mr. Bowles has been less of a public figure than Mr. Panetta, but his management style is said to be fairly similar to that of Mr. Panetta: structured and organized (Edwards 195). Over the years, then, Mr. Clinton's staff structure has become more pyramidal and structured in nature. Some would argue that the sheer size of the modern White House's staff demands a relatively structured system, that the more collegial system is possible only when the number of 'colleges' is restricted to a small number, something that a President like Mr. Clinton would find difficult to do. Overall, the change in staff structure was positive for President Clinton's presidency.

While the change in staff structure was good for Mr. Clinton's presidency, his campaign promise to cut the White House staff by 25% if elected seems not to have been so positive. The purpose behind this action was to be two-fold: first, it would save taxpayers' money while improving the efficiency of the White House and, more importantly, it would also be a telling symbolic act to show that as President, Mr. Clinton would be willing to share in the hardships that lie ahead in order that the United States might reach the greater goal of cutting the federal deficit. After being elected, the President made good on his promise. He pared the White House staff down by about 350, although a number have been added back to the rolls since the cut. As a symbolic act, most would say that the action was fairly successful, as the press generally covered it as a message that the President would be willing to make the same sacrifices as the rest of America (even though most of the employees affected by the cuts would be given jobs in

other areas of the Federal Government and the President requested $3 million more in his staff budget than was received the previous year) (Hart 387-388). As a substantive act, however, the plan failed. It seems that no one on the Clinton team had really considered the implications of the initiative before it became too late to turn back. As a result, problems abounded, many as a direct result of the lack of a clear strategy. Burt Solomon gives a few examples of how the White House staff cuts under Clinton have already affected not only the work load of his staff, but how they pose a threat to his very success at reaching out. One example is that under Clinton, there are only 99 full-time and 100-200 volunteers in Office of Correspondence, compared with 138 full-time and 400 volunteers under President Bush. Add to this understaffing a record amount of mail and it becomes easy to see why the turnaround time for correspondence is now whispered to be about five months (2047). Yet another example of a negative effect stemming from the cuts can be found in the White House Office of Public Liaison, which is now smaller under Clinton than under Bush, even though the number of interest groups that Democrats must appease is surely larger than the number of Republican groups, causing constituencies important to the President to feel neglected (Solomon 2047). Problems such as these have caused significant problems and embarrassments for the President in regards to his attempts to reach out to all Americans, a familiar campaign theme in both his 1992 and 1996 campaigns.

In addition to the difficulties that the staff reductions have caused in the President's relations with the world outside of the White House are the difficulties that the

reductions have caused inside the White House itself. John Hart speaks of this in an article about the cuts written for Political Science Quarterly:

> One other consequence of Clinton's staff reductions was that it left the White House understaffed. Congressman Wolf's attack on the credibility of the staff cuts prompted a response from the president in which he admitted that the White house workload had been affected by the staff cuts and, unwittingly, contradicted an earlier claim about the efficiencies that would result from the cuts: "This smaller White House will actually work better and serve the American people better." In responding to Wolf's charges that the cuts were a sham, the president said:
>
> > "We have cut it...I can guarantee people around here have been complaining about it because we're handling more mail, doing more work and carrying a bigger load than this White House has carried in more than a dozen years and we're doing it with fewer people." (401-402)

Quite simply, the cuts have had a very negative affect on the enormous workload of members of the President's staff, from the most Senior staffer to those working in the mail room, hitting especially hard mid-level staffers. Those few who are in a position to know would argue that even before the cuts, the White House was a very stressful environment in which to work, one which demanded long hours in even the very best of circumstances. Increasing the amount of work to be done by each individual as a direct result of cutting staff was certain to have an affect on the stamina and quality of work done by members of

the staff. An aide to the President summed up the staffing difficulties brought on by the cuts when he said:

> "We're pretty good at...managing one huge battle," the aide said as the budget battle (1993) was nearing a triumph, but "it's pretty rugged to do three things at once." In a White House that is too tight on staff, he said, "there's no kind of grease in the joints. You're down to metal rubbing on metal." (Solomon 2047)

Some argue that had the presidential staff been at full strength, many of the problems and embarrassments that the President has had to endure would never have come to pass. For instance, the health-care debacle was at least partially caused by the fact that the anti-health care reform forces were able to attack the initiative with impunity, as the health-care 'War Room'--the main communications hub designed as the public relations outlet for the plan--was constantly being used for other projects that were held to be the number one concern of the day, such as NAFTA (Birnbaum 75). One major battle at a time was really all the reduced staff size would permit, and relatively small issues and work, such as presidential nominations, began to cause problems, as the staff was not always up to speed as to what was happening (e.g.--Justice Department nominations).

My own personal experience suggests that the experts and academics who foresaw problems with an arbitrary cut in staff of 25% were right on target. As an intern in the White House Office of Cabinet Affairs, I came to believe that the staff cuts caused less than optimal work to flow from the lower levels of the staff to the President. In Cabinet Affairs, I found there to be a significant shortage of full-time staff (at the level of 'Special

Assistant to the President', meaning mid-level at the White House). Because of this severe shortage, interns, such as myself, were expected to do work that under better staffing conditions would have been done by permanent staff. Certainly, it was a wonderful learning experience for me as a young man in college to have the opportunity to work on projects that the President would personally see, but I question the wisdom of allowing this to happen daily with as little supervision as most interns were given. There is a reason that people generally move up the rungs of the career ladder with age--with age (should) come experience and wisdom. While I believe that I and my fellow interns did an adequate job in our assigned tasks, I wonder whether or not the President would have been better served to have had regular staff working on some of these projects, as adequate does not always equal good. Additionally, the staff cuts not only forced interns to do the work of regular staffers, but it also forced those remaining regular staffers, especially at the mid-level, to have to work extremely long hours and handle more projects than any human could possibly handle and still do optimal work. I saw a number of problems that could be directly traced back to the office being understaffed, problems such as information being lost, deadlines not being met and meetings being missed or cut short. Unfortunately, this phenomenon was not limited to Cabinet Affairs, but rather was symptomatic of the entire White House. In my estimation, the staff cuts, while laudable in their symbolic intent, were disastrous to the President insofar as their substantive effect on the quantity and quality of work done by the remaining staff.

The staff that remains at the White House under Clinton probably has, on the whole, an 'average' amount of influence. As has been mentioned, President Clinton began

his presidency by trying to adhere to a more collegial staff structure, one in which he could meet with his main advisors and aides in a relatively informal manner and hear all sides of an issue before making a decision (Edwards 196). While this structure has been replaced with a somewhat more hierarchical structure, the fact that he began with such an open structure might lead one to believe that the President is open to all ideas and suggestions from his staff, presenting opportunities for aides to influence the President's decisions. To infer this would probably mislead one, however. To begin with, the President is widely regarded as a 'policy wonk' who prefers to hear justifications for his own ideas rather than explore alternative possibilities. Couple this with the fact that most consider the President to be his own favorite advisor, followed by the First Lady and Vice-President Gore, and one can quickly see that there are few opportunities for the President's staff to truly influence his decisions. While the President listens to his staffers and no doubt is at times swayed by their advice, generally speaking they play more of a 'devil's advocate' role than a true policy determination role. Of course, this does not mean that these senior officials are not powerful, it simply means that they do not hold as much influence over policy decisions as did a staffer from, say, the Reagan White House. In fact, at least one official, former Chief-of-Staff Leon Panetta, was a very powerful figure not only in the White House, but also in relation to the executive departments and Congress as well, often speaking with the departments' principals and Congressional leaders on his own initiative; as the Chief-of-Staff, he was simply expected to "get it done."

While senior staffers might not hold as much sway President Clinton's policy decisions as did senior staffers from selected previous administrations, it might well be

said that mid-level staffers hold more influence under Clinton than did their counterparts in previous administrations. The reason behind this is simple. There is more information available today for making policy decisions than there has ever been before, to the point that there is a definite 'information overload' that plagues many decision makers, the President included. In order for anyone at the top of a large organization to make a decision, he or she needs good, concise information, and this demands that those below the top must necessarily 'filter' that information, sending only what is necessary to the next level. This is especially important in the White House, as any President has a very limited amount of time to spend going through any information that is sent up the line. The same can be said for staffers at every level--time is an increasingly valuable commodity the farther one moves up in the hierarchy. Thus, at the lower and mid-levels, much filtering is needed to help those higher up the chain--all the way to the President--make efficient use of their time. While it may not be a conscious decision on the part of those at the lower-levels to do so, this filtering directly affects the decision-making process by essentially giving those higher up only what information is considered pertinent by those at the lower levels, and as everyone knows, what is a minor detail to one person might well be the impetus to action for another. This filtering has no doubt been exacerbated in the Clinton White House because of the aforementioned staff cuts--with ever-increasing amounts of information coupled with a smaller staff, the amount of filtering that must be done has increased a great deal, especially at the very lowest levels. It seems reasonable, then, that although the senior staff has more influence over President

Clinton than some senior staffs and less than others (having roughly average influence overall), the mid-to-lower levels have relatively more influence than ever before.

This line of reasoning is borne out in my own observations. While I was never privy to the inner workings of the President's senior staff, I know from experience how vital the filtering role is at the lower and middle levels, as I did some of the filtering myself. The best example of filtering that I can think of deals with the President's Weekly Report. This report was prepared by my office, Cabinet Affairs, and was seen weekly by the President and all of the senior staff. The Weekly Report is a document of roughly 20-25 pages on average that updates the President on what is going on in the various executive departments and major agencies. New issues, problems, Freedom of Information Act requests, principals' schedules and any other information deemed important to the President is put in this report. The various agencies send to Cabinet Affairs each week a list of the aforementioned information and anything else in which they believe the President might be interested. This is the first level of filtering. Then, the mid-level staff at Cabinet Affairs receives the reports from the various departments and agencies for which they are responsible and decide what they believe should be put into the report. This is the second level of filtering. Finally, the Cabinet Secretary looks at the report as complied and usually edits out a fairly significant amount of information. This is the third level of filtering. The report is now finished and is sent to the President. Had this filtering not been done and the reports were sent in from the various subunits of all the executive departments and agencies, there is little doubt that the volume of information would be overwhelming and the President would never have the time to get brought up to

speed as to what is going on in his government. Certainly, a few things are missed sometimes, but the tradeoff is no doubt worth it to someone with as little time as the President. Overall, I believe that this gives a good example of the influence that the lower and mid-level staffers potentially have over presidential decision-making.

As I mentioned earlier, I have very little firsthand knowledge about President Clinton's work and management style and it's effect on his senior staff. I do, however, have intimate knowledge as to how his style affects those at the middle and lower levels. From my experiences at the White House, I can say with some certainty that working for President Clinton is a roller-coaster ride for most staffers. The stress at times can be very difficult to bear, as the President reportedly has quite a temper and can be very demanding in difficult situations, and of course this trickles down the hierarchy to the middle and lower levels to create a very stressful situation for all involved. Of course, many would say that virtually anyone who ever attains the office of President is much the same, either because that type of person is the only type that can ever get there or because the office makes the person that way. Regardless of the answer, the fact still remains that working under President Clinton can be very stressful; the current average 'life expectancy' of a White House staff member is now down to about 18 months (Birnbaum 6).

In addition to the President's reported personality under stress, there is also the element of his work style, a style that makes it difficult to be a staff member under him. Clinton tends to get too involved in the intricacies of policy decisions which takes up much of his valuable time and forces the lower-level staff to do much of the work that the various departments would do were the President less of a micro-manager than he is.

Additionally, even when a policy decision seems to be made and the staff is working out the details, the President has been know to suddenly change his mind after rethinking everything. This is especially troublesome for the staff when a deadline must be met and all the work that had been done must now be redone, again creating unneeded stress. It is easily seen, then, that the Clinton White House can be a stressful place at times because of the President's management and work style.

Still, while it can be quite stressful to work for President Clinton, it can also be fairly rewarding. The President is known to be a very generous and fun-loving man when the situation allows it. Fortunately, this generosity and good humor is not directed solely towards Clinton's senior staff exclusively. The President has been know to write personal thank-you notes to middle and lower level staffers for helping out with a project or accomplishing some task. I can, in fact, personally vouch for this generosity. After working quite hard for a number of weeks on the Rural Roll-Out week calendars and State-by-State analysis of the impact of the Republican budget cuts, all of the interns in Cabinet Affairs were invited by Erskine Bowles, then Deputy Chief-of-Staff, to the Roosevelt Room for the President's conference call with hospital administrators. Afterwards, to our surprise, we met with the President in the Oval Office where he thanked us for our hard work and wished us well. We were later told that this meeting was the President's idea after he learned of our hard work. While this may not seem that generous to some who might read this paper, it must be remembered that the President is a very busy man (his schedule is blocked in five-minute increments), and he no way was obligated to meet with us--he simply did it because he wanted to show us that he

appreciated our work. This, I should say, is not some isolated, one time event; I have heard of many such acts of generosity that the President has shown to his staff at every level. It would seem, then, that the negatives of President Clinton's management and work style are at least partially offset by those positive aspects of his personality that make working in the White House at least bearable for the staff.

In the same manner that each President is an individual whose style and abilities differ from previous and subsequent Presidents, a President's staff and management structure varies from President to President and is a reflection upon the holder of the office. H.R. Haldeman, President Nixon's Chief-of-Staff says:

> "You have to structure each President's staff to fit that President's method of working. You cannot institutionalize on any permanent basis the Office of the President. You must build a new Office of the President for each President, and it must evolve as that President evolves in office." (Burke xiii)

As can be seen from the previously reviewed staff structures of the various Presidents since FDR, Haldeman's statement carries a great deal of truth. Each President puts his own individual stamp on the management structure he uses and how the White House generally operates. There are a few general trends, however, regarding White House staffing that have historically transcended the comings and goings of the various Presidents. Most of these trends can be attributed to the ever-increasing demands of the presidency and show little signs of either changing or slowing; at this point, many of the trends show a sort of 'inertia' that makes even slowing the trend, much less reversing it, difficult, to say the least.

The first and most obvious trend of all the trends has been the enormous increase in the size of the White House staff from its birth under Roosevelt. Samuel Kernell writes that, until the Watergate episode, the size of the President's staff grew "about five percent a year" (45). There are a number of reasons behind this huge jump in staff size. Thomas Cronin believes that the most significant cause of the increase in the size of the President's staff has been "the accretion of new presidential roles during national emergencies, when Congress and the public have looked to the President for decisive responses" (121). The very creation of the modern presidential staff comes from the crisis of the Great Depression and FDR's need for a staff to help him implement his huge New Deal agenda, an agenda that many Americans saw as a hopeful answer to their 'national emergency.' The ever-expanding expectations and demands placed upon the President to solve the nation's problems has forced the President to rely upon an ever-growing staff. Thus, as long as the American people expect more and more from the President, the President must expect more from his staff, and, therefore, the staff must grow in size (efficiency gains and other variables being held constant).

Cronin also believes that the President's staff has grown in size as well as in influence because of presidential distrust of the permanent government. Cronin gives us an example of what he means:

> Nixon aides...regarded most civil servants not only as Democratic but also as wholly unsympathetic to...Nixon objectives...The (Nixon) White House regards departmental bureaucracies as independent, unresponsive, unfamiliar, and inaccessible. They are suspected of repeatedly placing their own, congressional, or

> special-interest priorities about those communicated to them from the White House. (122)

Some, if not all, who occupy the Oval Office believe that career officials in the various departments are much less likely to help to develop and carry out policy in accordance with administration desires than those who the President might appoint and who would answer directly to him and be loyal to him alone. Thus, in order for the President to ensure that his policies are carried out and his policy objectives are met, the President naturally turns to his personal staff whose loyalty to the President is much more certain than that of career officials in the various departments and agencies. This increased dependence on presidential staff, rather than the executive departments and agencies, obviously necessitates a growth in staff size.

Yet another reason behind the recent explosion in the growth of the President's staff can be found in the addition of significant numbers of staffers brought on board not so much out of administrative reasons, but because of a desire to appease certain political constituencies. During the late 1960s and early 1970s, many special interests began to realize that the true vehicle for change or maintenance of the status quo (the preference being decided by the particular interest), was the President and his staff. Cronin puts it this way:

> Interests groups and professions no longer seemed to settle for lobbying Congress; for influencing congressional aides engaged in casework or managing constituency relations to advance the interest of businessmen, veterans, labor officials, minorities, and so on; or for having one of their number appointed to

> departmental advisory boards or subcabinet positions...(I)t now appears essential to interest groups to have their own man (or woman) right there in the White House. (123)

Interest groups like to have a particular contact person with whom they can speak and whom they hope might be able to relay their wishes and concerns to the President. Thus, if a particular group gains sufficient influence and is not represented by a contact on the White House staff, a position is created and is filled with someone that can function as a contact. Once an interest is represented, it is virtually impossible to do away with that interest's contact person's position, and since new interests are always coming to the front, the size of the staff necessarily expands.

Finally, there is one additional observation about White House staff growth that should be mentioned. Many scholars have noted that White House staff growth and Congressional staff growth have roughly paralleled each other over the past four decades or so. Stephen Robertson states the phenomenon as follows:

> In an effort to offset the capabilities of the executive departments, Congress has increased the size of both its personal and committee staffs over the last thirty years. In 1955 the total congressional staff (personal, committee and support staff) was 5,585. By 1982 the number of total staff had swollen to 18,761...Since most of the contact between the President and Congress takes place at the staff level, an increase in congressional staff almost inevitably leads to a corresponding increase in presidential staff. (12)

What exists, then, is a sort of 'staffing arms race.' As one side of the equation gains staff, the other side feels that it needs to catch up, resulting in constant need for additional staff on both sides. Overall, then, one can quickly see that there have been a number of factors that have contributed to the phenomenal growth of the president's staff.

As any organization grows in size, it begins to find efficiency gains from division of labor or specialization. The White House staff is, of course, no different. During FDR's tenure as President, a few aides could reasonably be expected to be competent in just about every policy area and could be used by the President in many capacities. Over the years, as information has become much easier to access, interest groups have become more powerful and Congress and the President have become 'micro-managers' of the Federal Government, the staff has necessarily become more specialized. It has become too much to ask of any aide, regardless of the aide's abilities, to expect him or her to be an expert in all areas of policy, a legislative liaison, a speechwriter and a political advisor. The gains that are realized through specialization are obvious: an expert in Latin American foreign policy, for example, can concentrate on his or her area of expertise and leave speechwriting and lobbying to someone else. When everyone is working together, this specialization can be very positive and can help to make a President a success.

Everyone might not always be working together, however. John Hart shows us in his book The Presidential Branch that the subunits within the White House tend to develop separate identities because of specialization, and this can often lead to internal competition, competition which can often be destructive (115). There is also the danger that particular staff members might well become so close to particular constituencies that

the staff members will become advocates for the interest or constituency, rather than simply messengers relaying concerns. These specialization concerns are especially troublesome relative to the mid-level staffers, as these are the people who most need to make a name for themselves to move up the ladder. Being an advocate for the staffer's constituency can help the staffer gain a good name with the particular constituency or interest. This interest, in turn, will exert whatever influence possible to help the staffer move up the hierarchy. Thus, some staffers might advocate policy that might be good for the constituency or interest, but bad for the President. Still, even with these potential pitfalls, the specialization of White House staff makes a good deal of sense, hence the historical trend towards specialization.

The historical increase in specialization and size are both important trends that should be considered in any discussion of the development of the modern White House staff. The most important trend of all the trends, however, is that of the increase in power and influence of White House staffers at all levels, especially at the middle-levels. Even though the Brownlow committee warned against allowing staff members to have any part in making policy, this is essentially what has happened over the years to the point that staff members now regularly suggest new policies and play a key roles in the shaping and development of many of the President's pet projects. Many believe that the increase in power and influence over the years of the President's staff was inevitable: as has already been mentioned, Congress, special interests, and the American people in general, expect much of the President and are continually expecting him to do more to improve their lives. So much is now expected of the President that it is quite unreasonable to expect him to

keep up with it all and make every decision on his own. Were the recommendations of the Brownlow committee followed in detail, the presidency simply would not function--if the President's assistants were unable to "issue orders" and "make public statements," the President would surely do little more than set in his office, issue orders that might well be better constructed if coming from someone with a better background in whatever area the orders concern and relate to the public what he has done. Of course, we, as Americans expect the President to do much more than set in the Oval Office all day long doing these tasks that are probably better suited to lower-level staff members.

The increase in the power and influence of White House staff has not been as gradual as the increase in size. Under FDR, for instance, the staff had a great deal more power and influence outside of the White House than did staff under his predecessors; inside the White House, they held little sway over a President who knew what he wanted to do and how he wanted to do it. The next major jump in staff power and influence came under President Kennedy. Kennedy allowed his advisors to act on his behalf in interactions with the rest of the government, giving them a fair amount of power in dealing with those outside of the White House. It was within the confines of the White House, though, that the staff truly gained power and influence. The President very much wanted to further the cause of social justice and reform and had a good number of ideas as to how to do so. Still, he was open to suggestions as to new policies and how to change old policies, giving his staff the opportunity to shape policies before they got to the point of simple implementation.

Another quantum leap came under the Nixon administration as Nixon expected his staff to hear his general policy desires and work out the details themselves, allowing him to see the big picture. While Nixon was not as open to allowing his staff to play a major role in major policy determination, as anyone knows the truth of any plan or initiative is in the details, details that the President left to his subordinates. Partly because of Nixon's general style of deciding what to do and telling his staff simply to get it done, the ill-fated Watergate break-in occurred and the power and influence of subsequent White House staffs was weakened. Under Ford and Carter, the power and influence of White House staffs outside of the White House fell because of the Watergate fallout--the staff's influence inside the White House, however, did not fall quite as much, yet it still took a hit.

Of course, the climax of staff power and influence happened under President Reagan, the 'Great Delegator' (some say it is 'Great Communicator,' but when one examines Reagan's work style, 'Great Delegator' seems more accurate). Reagan, like Nixon, liked to look at the big picture and allow his staff to work out all the fine details--his briefing papers, on any subject, were rarely more than one page long, as per his demands. Reagan's staff held a great deal of influence over all areas of policy below that of a 'campaign promise'--to put it simply, Reagan had a rough outline of what he wanted to do as President and he had his staff there to suggest how he fill it in. In a sort of parallel to the Nixon administration, this management style no doubt helped to lead to the Iran-Contra scandal in much the same way as Nixon's style helped to cause Watergate.

Today under President Clinton, the White House staff has what might be considered about 'average' power. Clinton staffers, as a whole, probably have less power and influence than did staffers under Reagan, Nixon and Kennedy, but probably more than the other modern-day Presidents. The most interesting phenomenon under Clinton, however, is how much more influence that lower and middle-level staffers enjoy than their counterparts in earlier administrations. As has been mentioned, this is largely the result of the overwhelming amount of information available today and the need to filter it for those higher up in the hierarchy, something that staffs a quarter of a century ago had relatively few problems with and with which staffs a half century ago had virtually no problems. Considering the rapid growth in communications technologies, this trend, insofar as the influence of lower and middle-level staffers are concerned, will no doubt continue into the foreseeable future, even as the power and influence of more senior staff members seems to be stabilizing somewhat.

The final trend in White House staffing that will be examined is the continual increase in stress that plagues staffers at every level in the White House. Working at the White House has never been easy, but it has continually gotten more difficult over the years. Quite frankly, many find the stress to be unbearable. In his book Madhouse: The Private Turmoil of Working for the President, author Jeffrey Birnbaum examines the trials and tribulations of six members of Clinton's initial staff of early 1993. By the start of Clinton's fourth year in office, only two of the six remained at the White House, the rest having moved on. While each of the four that left had his or her own particular reasons for leaving, they all felt relieved to be away from the White House environment and the

long hours and stress that come with being a part of it. Simply put, the stress and sacrifice that working at the White House now demands scares away many qualified and able candidates for White House jobs, possibly signaling a potential problem for future Presidents should this trend continue.

Working for the President has always had its difficult moments, to be sure. Ever since the inception of the modern White House staff under FDR, staff members at all levels have felt the pressure of the presidency transferred from the President all the way down the line to the lowliest of staff members. Still, it was never as bad during FDR's tenure as it now is. To begin with, the hours that are now needed simply to survive on the president's staff have grown to the point that it is not at all unusual for even middle and lower-level workers to work 14-plus hours a day indefinitely. Related to the longer day is the fact that the workload of the average staff member is much greater today than it has ever been. Aides on Kennedy's staff, for instance, at least felt that they could at times take a vacation even with President Kennedy's ambitious agenda and desire for sweeping social reform; aides on recent Presidents' staffs, especially Clinton's, feel that a vacation is impossible and often take one only when ordered to do so (as an example, see Jeff Eller's story in Birnbaum's book, pp. 59-103). One final element of the stress quotient is the fact that there is no real margin for error in today's White House, this being brought on mainly because of the public's inherent lack of trust in government, a legacy from the Nixon presidency's Watergate troubles. From FDR to Nixon, the press generally trusted the President and the President's staff and often gave the White House the benefit of the doubt. Since Nixon, however, the press has kept a close watch on the President and his

staff (as well as the rest of the government). This 'watchful eye' has become even more pervasive over the years as information gathering techniques and the transmission of the gathered information has become more sophisticated, to the point now that if a mistake is made, it is almost instantaneously transmitted over the airwaves to the American public. Today, whenever a memo leaves any staffer's hands, it must be perfect, for anything less could cause grave repercussions down the line--the fact that "everyone makes mistakes" is not something that is accepted in today's White House.

The above discussion about the stress and strain that working at the White House can bring upon someone brings up a good question: Why would anyone want a job that pays less than one might expect to receive in the private sector, forces one to work long hours in a stressful environment and opens one to potential criticism, the likes of which few will ever know? Who would even attempt it? Patrick Anderson gives what many would feel to be an excellent answer to these questions:

> A wonderful variety of men has made its way to the White House staff in recent years. There have been men of extraordinary ability, clowns, scoundrels, ruthless sons-of-bitches, men of rare sensitivity, even a hero or two. The one factor almost all of them have shared is uncommon ambition, a thirst for power and glory, even reflected power and glory, and a willingness to sacrifice friends, family, and personal health, often to suffer personal and political humiliation, in order to satisfy their ambitions...to be near the center of decision, to have, in the current phrase, a piece of the action. (Anderson 3-4)

If Anderson's analysis is accurate--and most presidential scholars would generally tend to agree that it is--it would seem that as long as there are those who want to have "a piece of the action," there will be people who are willing to make the sacrifices necessary to be a part of a presidential staff. Still, just because there will probably always be enough warm bodies to fill the staff does not mean that the course should not be altered. Ultimately, making the White House such a difficult environment in which to work will someday have the effect of keeping the nation's "best and brightest" away from the White House as the power and prestige of working there will not be able to make up for all the pain that it can cause. If and when that happens, much more than the presidency will suffer--the American people will suffer as well.

I believe that much could be done in the Clinton White House, and in White Houses in general, to ensure that the work of the people of the United States is done in a better and more efficient manner. While there are a number of things that could and should be done, there are two simple rules in particular that should be followed to allow future Presidents to both improve their chances for presidential success and to better represent the needs of the people. The first thing that must be done is for the President to take office with a clearly defined agenda and staff structure, preferably a staff structure that is somewhat more pyramidal in nature than circular, yet still open enough to allow the President to hear a variety of opinions. Following this rule would not only give the President's staff objectives on which to focus, but it might also help to relieve some of their stress that comes from not knowing the course that the President might next take and

having to prepare for any eventuality; by having a general game plan, the more probable choices would be those upon which the focus would lie.

The second rule that should be followed by future Presidents is the rule that staff members should be brought on board because of their abilities as able administrators, speechwriters, or policy analysts in the context of governing, not campaigning; simply put, good campaign workers do not always equal good government workers. All too often a recently elected President hands out White House jobs to campaign workers who, while quite capable in a campaign, find themselves outside familiar waters when it comes to the art of governance. Some members of the campaign staff might well make the transition with ease--this is the exception and not the rule, however. The qualities needed in a campaign are often quite different from the qualities needed for governing, thus, the recently elected President should make it a priority to choose his staff from the most able people he can find, regardless of whether or not they worked on the campaign. By simply following this rule and the rule concerning a clear agenda and staff structure, I believe that a number of the problems that have plagued the Presidency over the past few years would fall by the wayside and the work of the American people could be done in a much better manner.

There is little reason for us to believe that the factors that have caused the presidential staffs to grow in size, specialization, power and level of stress will subside anytime soon. So long as the American people continue to expect more and more of the President, these elements will necessarily continue to grow as the President expects more and more of his staff. Perhaps one day someone will decide that "enough is enough" and

the duties of the President will be capped at least long enough for the presidency as an institution to catch up and get its house in order. This is highly improbable, of course, but it never hurts to dream (except in the White House when you are expected to have 2 projects and 20 memos done by lunch).

Appendix

Table 1

Source:
Robertson, Stephen L
Political Science Quarterly
Volume 110, Number 3
Fall 1995
Page 390

President Clinton's Staffing Reductions

Division	*Bush Staff 11/7/92*	*Clinton Staff 10/1/93*	*Clinton Difference*
White House Office	470	430	-40
Office of Administration	236	189	-47
Office of Policy Development*	49	50	+1
Council of Economic Advisers	42	35	-7
National Security Council	179	147	-32
Council on Environmental Quality	31	0	-31
National Space Council	44	0	-44
National Critical Materials Council	2	0	-2
Office of National Drug Control Policy	146	25	-121
Office of Science & Technology Policy	51	46	-5
Vice President's Office	48	32	-16
Vice President's Residence	1	1	0
Executive Residence	95	89	-6
Subtotal	1394	1044	-350
Office of Management & Budget**	586	572	-14
Office of U.S. Trade Representative	214	191	-23
Total	2194	1807	-387

Source: Based on White House figures reprinted in U.S. House of Representatives, Committee on Appropriations, 103rd Congress, 1st sess., Hearings Before a Subcommittee of the Committee on Appropriations, *Treasury, Postal Service and General Government Appropriations for Fiscal Year 1994*, part 3 (Washington, DC: GPO, 1993), 481–82.

* In the Clinton Administration, the Office of Policy Development covers the National Economic Council, the Domestic Policy Council, and the Office of Environmental Policy.

** Includes staff total for the Office of Federal Procurement Policy.

Table 2

Source:
Hart, John C.
The Presidential Branch
Pergamon Press, Elmsford
1987
Page 101

Three Assessments of the Actual Size of the White House Staff, 1939-1976

Year	Column A (U.S. Budget)	Column B (Fisher-Releya)	Column C (Wayne)
1939	37	753	157
1940	55	912	177
1941	55	2673	179
1942	40.5	857	184
1943	39.5	51	194
1944	47.5	58	192
1945	48.6	66	215
1946	51.5	216	213
1947	210	219	217
1948	245	209	268
1949	241	243	246
1950	238	313	248
1951	258	246	297
1952	272	248	283
1953	287	247	290
1954	250	262	273
1955	272	366	300
1956	273	372	392
1957	271	399	423
1958	277	395	403
1959	282	406	385
1960	274	416	388
1961	276	439	476
1962	282	338	432
1963	279	376	429
1964	278	328	431
1965	262	292	448
1966	266	270	475
1967	261	271	497
1968	260	261	456
1969	252	337	546
1970	252	491	632
1971	538	583	572
1972	544	583	584
1973	515	524	520
1974	525	560	552
1975	548	525	523
1976	515	534	497

Sources: Column A compiled by the author from *Budgets of the U.S. Government* showing the number of *budgeted positions* from 1939-1941, *man-years* from 1942-1950, and *full-time equivalent employment* from 1951-1976. Column B from U.S. House of Representatives (1978c) Committee on Post Office and Civil Service, 95th Cong., 2nd sess., Committee Print 95-17, *Presidential Staffing: A Brief Overview* (Washington, DC: U.S. Government Printing Office), p. 57, showing *actual manpower* in the White House Office. Column C from Stephen J. Wayne (1978): *The Legislative Presidency* (New York: Harper & Row), 220-221, showing *grand total of full-time* White House employees.

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1. Weekly Journal
2. Weekly Report Follow-ups
3. 8:30 am Conference Calls
4. Photo and Letter Requests
5. Peace Accord Signing
6. Rural Impact Roll-Out
7. UN Speech and Reception
8. Southern California UAW Meeting
9. 1996 Long-Range Calendar
10. Federal Government Shutdown
11. Regional Appointees' Briefing
12. Memoranda and Letters
13. Archived Materials
14. Forms
15. Back-to-School and Cabinet List

Journal of Eric Stansell

Week of September 4:

My first week here in Washington is over and I can hardly believe it. I arrived in Alexandria, Virginia, at the apartment complex in which I will be staying for the next four months on Tuesday, September 5, in the mid-afternoon. I had only known of my acceptance into the internship for about a month, so I had no time to come to the area to find an apartment; I took this place sight unseen. As it turns out, I was pretty lucky. The apartment is nice and they provide transportation to the Metro (subway), which I will use every day to get to work in the District (as we Washingtonians call it). I am living in a nice area of Alexandria with good access to a supermarket, drugstore and other essential services just across the street in a shopping center, a mall within a half-mile and the Interstate only about a mile or so away. Overall, I am pleased with my living arrangements (except for the price, but then everything is expensive in this area).

There is another element to my living conditions which is worth mentioning. I have three roommates, none of which I had ever met or heard of before they introduced themselves to me upon coming home from their internships that day. I believe that I will gain as much of an education living with these guys as I will in my internship. All three of my roommates are doing internships with US Senators from their home state. Two of the guys are from Utah while one fellow, my room roommate (we share the same bedroom) is from South Dakota (the first person I have ever met from South Dakota, I might add). Kyle, from Utah, works for Senator Robert Bennett (R) and is interested in attending law school and getting involved in politics later in life. Mark, also from Utah, is interning for Senator Orrin Hatch (R) (on the Judiciary Committee, not his office proper) and is interested in working in the business arena (probably his father's and grandfather's business: manufacturing industrial diamonds). Dan, the South Dakotan, is an intern for Senator Byron Dorgan (D) and really has not yet decided what he wants to do with his life, but I would have to say that after meeting him, something dealing with people would be high on his list. Since I know little about the West and the states these guys are from, I believe that I will learn quite a bit from them, as I hope they will from me (maybe they will see that we do, in fact have shoes in Tennessee, even if we choose not to wear them).

Anyway, I suppose that the focus of this journal should be my White House (WH) experiences, so I guess I'll go ahead and start at the very beginning. I arrived at the Old Executive Office Building (OEOB) at about 8:15 am Wednesday morning. We didn't get into our security briefing and orientation until about 9:15 am, having to wait until some security admissions problems were cleared up. In the briefing and orientation we heard from various members of the White House staff outlining what we could and could not do (with the emphasis decidedly on the could nots). I had read before that they tried to scare you from doing anything that was not allowed, but I had no idea how incredibly detailed they might get. Needless to say, I feel like Cool Hand Luke as he was told, "if you do (whatever), time in the box." I suppose I understand their security concerns, though, and I would rather them err on the side of caution, as it might be my neck that they save.

Beyond the security briefing there was the general orientation in which we found out all the "nuts and bolts" of the White House such as where everything is, how to find

out about intern events, who to call if such-and-such happens, etc. Also, this was when we were given our assignments. I was pleased to find out that I would be working in the Office of Cabinet Affairs (CA), one of my top choices for assignment. After being told of our assignments, we were met by someone from our office to show us to our respective offices and give us a small tour and introduction. The person that met the interns for CA was Ann, the intern coordinator. Ann took us downstairs to our office on the 1st floor of the OEOB and gave us the grand tour, emphasizing, of course, the copy room, fax machines and telephones. She introduced us to the staff and we sat down and decided who we would like to work under. I chose to work under Kris Balderston because the agencies that he was in charge of were of great interest to me, such as State, Defense, Energy, CIA, etc. I had not yet met Kris (he was in a meeting during the tour), but I thought the work might be interesting. As it has turned out, I struck gold. Kris is by far the best person to work for on the entire staff. He told me that since CA is grossly understaffed that the interns get to do a great deal of important work (as I have quickly found out), and that since his agencies were a much greater load than everyone else's (they were supposed to have been reshuffled, but this had never happened), that I would have to do a lot of the work that, under normal circumstances, he would do. At first I thought this might be just a good line to keep me happy, but I soon found out that he was fully telling the truth, as I will soon show. At any rate, Kris is a very nice fellow who shares credit and gives praise and has been a pleasure to work for so far.

I said that I already know that I will have a good deal of important work to do throughout the coming semester. The reason I know this to be true deals with the fact that I have already begun working on projects that are of a great deal of importance to CA and the administration. My first big project, and the one that I am currently in the middle of, is the administration's Back-to-School day (week). This project is being coordinated by CA to get as many Cabinet and Sub-cabinet members to go out across the nation and speak to schools about the importance of education and to highlight the administration's efforts in this endeavor. In fact, the President and Vice-President both will be going out this next week to speak. In CA, we gather the data on where everyone is going and maintain a database so that we can try to insure that our speakers are well-distributed across the nation (leaving few media markets untouched, hopefully), and that none of the major speakers (Cabinet members) have to compete with our less-visible surrogates (Sub-cabinet). This project had already been started before I got here, but it has been thrown directly into my lap because the intern who had been working on it (Jim, a 2L at George Washington) simply up and left when we new interns arrived (of course, this has not been looked upon well by the staff and especially Kris). I have been working on building a chart for the Cabinet and Sub-cabinet members on where they will be going and on what day(s) of the week they will be traveling so that I can send this information to Tony Phipps, an employee at Commerce, who is doing a map of the US for us with the events highlighted on it (*see photo album*). From what I have been told, my information, along with the map that is derived from my information, will be seen directly by the Chief-of-Staff and the President himself. Considering the importance of this, I have worked incredibly hard, staying at work from 9:00 am to 9:30 p.m. on Thursday, my second day of work. I have been told that it is normal to work until 7:30 p.m. or so and not at all

unusual to work until 10:00 p.m. when a project is cooking. All of this for no paycheck. Oh well.

Week of September 11:

As I expected, this week has been one with which I have had a love-hate relationship, a heaven and hell experience. From Monday through Thursday morning, my life was Back-to-School (BTS) week. I lived, breathed and ate BTS. Kris would tell everyone on the 8:30 conference call (which takes place every morning with all the Chiefs of Staff from all the departments and agencies calling in to find out the administration's moves for the day) that we needed updates on Cabinet and Sub-cabinet travel for BTS. As one might expect with people whose time is valuable, there were always a number of changes, all of which would come in over the fax machine or the telephone and would have to be either changed or incorporated into the charts and the map (which was to be done on Wednesday). All these changes and new information had to be checked against the media markets info (*see box*) to see if we needed coverage there and to make sure that we were not leaving out any vital media markets, and then entered. Needless to say, this alone would have been time-consuming enough to keep me busy all day, but added to this was the various office duties such as answering the phone, running errands, etc., which force me to just try to keep my head above the water. All of the other interns helped out, however, and we finally got it all done. (I should mention that there are 10 interns in this office, most of which seem to be good people who are more than willing to help out when needed. Whenever there is a special project to do, it is understood that the other interns need to help out the intern(s) who are working on the project to make sure that it is completed on time and done right. Thus, when others will be working on projects, I will be carrying part of their regular load of answering the phones and other general office duties until they have completed their work.) I mentioned in last week's journal that the President himself was to see the work that I had done and as it turns out, he did. Actually, he was probably most impressed with the map made at Commerce, but it was made from my data, so I must take some of the credit for it. Kris and Steve (the Deputy Cabinet Secretary) said that the President said that he was surprised and pleased with how many of the Cabinet and Sub-cabinet were getting out to "help him out." This was of great pride to me since there are not that many people who can say that the President of the United States was pleased with one's work, even if he did not know it was me that did it. I was just glad to get finished and put it to rest.

On Friday, after all the BTS work was basically done, Kris asked me to help him work on some paperwork that had gotten backed-up during the last week-and-a-half. We both got on the phone and made some calls to the various departments to get information needed to answer inquiries from Ms. Higgins (the Cabinet Secretary) to Mr. Panetta. Most of what I did on Friday was clerical in nature (*see section 12*), but it was a good break from the hectic BTS work. Kris wrote down a few memos that he wanted me to type out, which I did; he told me that later on he would simply give me the info, tell me what he wanted done with it and I would write out the memo and he would simply sign off on it. I believe that Kris, along with the rest of the staff, have faith in me now that they have seen that I can do a good job (BTS), and I feel that this will allow me to take on even greater responsibilities in the future.

As evidence that the staff trusts me, I was told on Friday that I will be getting a blue pass. The blue pass is important because it will allow me to travel to the West and

East wings unrestricted and unescorted, unlike the normal intern passes. Only about a quarter of the interns are allowed to have blue passes, so I consider this to be an honor. Of course, this also means that I will potentially have to be here longer on certain days (projects, etc.), but I feel that it is well worth it to get to go and interact with the 'bigwigs'. Overall, things are pretty good. I definitely feel that I made the right choice to come here and experience all this.

Week of September 18:

Last week was a relatively slow week, considering how hectic the two weeks before last had been. Over the past week I've done the normal office chores such as answering the telephone, faxing materials and typing out Kris' memos. There is a small project that a couple of the other interns are working on (and I really mean couple -- an office romance, or so I believe), so I've had to help out by covering for them while they are working on the project. Since little has been going on, a lot of us interns have gotten to know each other much better both in the office and out of the office (TGI Friday's, movies, etc.). I'm the only southerner in the bunch with the rest coming from schools like Hamilton, Cornell and the like. There is one young lady who is from Southeastern Missouri who claims that she is from the South, but since she doesn't talk normal like I do and since she's from Missouri, I know that she is just a pretender, not the real thing. Generally, I like all the interns and most are fairly down-to-earth people. For example, I've become pretty good friends with a fellow named Eric Martin, from Hamilton College. He is majoring in Government at Hamilton and has many of the same interests as I do. I suppose over time that we'll find out a good number of interesting things about one another.

Probably the most interesting thing I've discovered so far about the interns is that one of them is good friends with Chelsea Clinton. This guy, Gabe, lives in Washington and is the son of two politicos appointed by the President. His family knew the Clintons when the President was Governor and he met Chelsea a good time before her father ran for the Presidency. This is not to say that Gabe is interesting, which I haven't found to be true, but the connection sure is. It's amazing how growing up in a very political atmosphere can tend to isolate one from the 'real world'. Gabe is a perfect example of the dangers to be found in shielding one's children from normal society. Gabe just graduated from a private high school in the Washington area which is said to be one of the very best in the entire nation. I'm sure that he is quite intelligent, but I must say that I have observed his interactions with others in a fairly objective manner and he does not have the best people skills that I have ever seen. Part of this is no doubt a function of his age, but I am afraid part of it stems from having been raised in the atmosphere. The only reason that I speak of this in depth is because Gabe is the first person that I have ever known who comes from such an environment, an environment which, if I do find myself in the upper echelons of government, I hope to keep my kids out of as much as possible.

There was one pretty interesting thing that I was given the opportunity to see last week. Eric Martin and I were asked by Steve Silverman to attend a briefing at the Department of Transportation (DOT) concerning the Federal Aviation Administration's (FAA) efforts in improving air traffic control operations safety, a hot topic as there had been computer failures for significant lengths of time at major airports, such as O'Hare in Chicago (*see photo album)*. Steve could not attend, but he wanted for us to go and brief him on what went on at the meeting. Eric and I went to the meeting, getting credentials as White House staffers, and were able to see more of a press conference than just the sound-bites that come out of most. The Secretary was very at ease and knew a great deal of facts off the top of his head, something that surprised me a great deal. What was worth seeing, however, was how well he was able to dance around the really tough questions

and those that asked for a definite timeline on the improvements. Overall, I learned a great deal about the way that one can use a press conference to maintain control when the questions might turn difficult. So far, it has been one of my most educational experiences; it is because of experiences such as this that I came to Washington and the White House.

Week of September 25:

This past week has been better than the week before. The week started out well with a tour of the Supreme Court on Monday, sponsored by the Intern Office. This is one of the things that I do like about the intern program here at the White House -- they really do try to let you see as much of the city's attractions as possible. I guess it could be because they feel bad for having us work 50 or so hours a week for no pay whatsoever. Whatever the reason, it's a positive aspect of the program. At any rate, the tour was quite interesting. We were allowed to go into rooms that the general public doesn't get to see, such as a couple of the formal studies off of the main court chambers. One of our three tour guides (they did a sort of tag-team tour) was an intern with the Supreme Court Historical Society or whatever the name of the organization was (not a Supreme Court intern). He seemed to be a bit nervous and didn't really know the tour well enough to be giving it, so he resorted to humor which did not work at all. If we had only been allowed to walk around by ourselves to see everything, even if escorted to make sure that we did not harm anything, it would have been much better. Anyway, I discovered a number of things about the building and its architecture that I found very interesting and the tour was well worth my time, I must say.

Insofar as work went, there was one interesting project that I worked on that took up about half of my time last week. On Thursday, the Middle-Eastern Peace Accord was signed in the East Room of the White House (*see section 5*). Attending this ceremony were Mr. Arafat and Mr. Rabin, among others. It was a historic event, on which the President wanted well attended by his Cabinet. Therefore, someone had to try to work out the logistics of getting as many Cabinet members or their surrogates (if allowed) to the ceremony. Guess who was charged with this responsibility? That's right, CA, specifically Kris. And since Kris had a great deal going on at the time and most of the work could be done by an intern, the task fell to me. Actually, it was really interesting trying to work out the best possible time for the ceremony to allow for the maximum number of Cabinet officials to attend. I had the opportunity to interact with many of the COS of the various departments and find out how we could work this out. While the final decision of the time of the ceremony lie with powers beyond CA, I recommended a time to Kris, which he, in turn recommended to Kitty (Ms. Higgins, the Cabinet Secretary), who in turn recommended to Doug Sosnik (Political Affairs) and the Chief-of-Staff's office. Ultimately, then, I feel as if I played a role in deciding when the ceremony would be held, although no one will ever know (Who would ever allow an intern to make a decision?). I really like having the opportunity to work on different projects, even if I don't get to make the final decision (my time will come, I suppose).

Week of October 2:

It's been about a month now since I arrived here and started my internship. I have gotten into a 'groove' and feel comfortable in my job and living in the DC area. The whole area kinda grows on you. At first, I wasn't sure whether or not I would like living in a large metropolitan area, but I have found that the opportunities that it presents offset the negative aspects of it such as the fear of crime and the less personal nature of the people. I miss a lot of things about home, but I have learned to appreciate where I am. I have tried to get out and see as much as possible, as exampled by this weekend when Kyle (my roommate) and I went into DC and walked around the Capitol and over to the Botanical Gardens and the Smithsonian Air and Space museum. I really enjoyed getting to see some of the 'tourist' attractions which I hadn't seen since my freshman year in high school when my class took a trip to Washington for a week. This one of the main reasons that I decided to take this internship, and now that I am able to get out and see many of the things either on my own or with the internship program, I feel as if I am really getting every bit out of this time in DC that I possibly can, both educationally and in the area of entertainment.

This week saw the beginning (actually last week was the true beginning) of another big project for me. The Rural Impact rollout is the administration's attempt to get the message out on the dangerous cuts that the Republican budget would make on the nation, especially in rural areas (incredibly important areas for the President's re-election bid, I might add) (*see section 6 and box*). Basically, I am doing virtually the same thing that I did with the Back-to-School campaign, only I am working on this project from the very beginning and it is significantly more ambitious. We have been working this week on getting out as many officials as many times as possible to speak about these cuts, many of the events being worked into already existing travel schedules and some travel being made just for these events. We have already got a good deal of the information for this rollout on paper, but considering how much the schedules of our surrogates change, there will be changes up until the final map is made this coming Thursday. How it will all pan out remains to be seen, but I am obviously optimistic.

In addition to the Rural rollout, there were some interesting extracurricular activities that I was fortunate enough to attend. The first was a tour on Monday of the National Archives. This was another intern office-sponsored tour and another which I found to be a hit. I got to see the Constitution and Declaration of Independence for the first time (when I came in the 9th grade, we never saw them), Ross Perot's original copy of the Magna Charta (one of only four) as well as an exhibit on World War II with letters from the great generals and artifacts such as the bomb plug which armed the Hiroshima atomic bomb. Not only did we get to see all of these things, but we were allowed to see things that are not on the regular tour, such as the Japanese surrender documents ending World War II (copies are seen by the general public). I think that it is wonderful that Americans can go today and see the very documents that our government is based upon as well as some of the artifacts which help to illuminate our history.

On Wednesday there was another intern office-sponsored event, this time a brown-bag lunch with Alice Rivlin, head of the Office of Management and Budget (OMB), as our speaker. From the very outset of her speaking, it was obvious that Ms. Rivlin is a very

intelligent and capable person. She was able to give us facts and figures off of the top of her head that I believe would take me years and years to learn. Her ideas on the looming budget battle were fairly in line with my own. Questions about not extending the debt ceiling (more worrisome to Treasury than to OMB) suggest to me that Republicans might well be willing to wreck this nation of ours to 'win' and promote their agenda. If the economy is doing so well (which all indicators suggest that it is doing very well), then why even discuss tax breaks? Are tax breaks not a classic way of trying to stimulate growth? Is not the Fed trying to maintain steady growth, without inflation, and would not this 'new' growth simply work against the Fed's efforts? These were some of my thoughts before going into this lunch. After leaving the lunch and hearing Ms. Rivlin's ideas and arguments (many of which I had never even considered), I found my fears to be all-too-justified. Thus, I found Ms. Rivlin's appearance to be interesting and thought provoking -- a very worthwhile experience.

Quite possibly the very most interesting experience that I have had since I have been in Washington was going to the Pope's Departure Ceremony at Baltimore-Washington International Airport (BWI) (*see photo album and book*). I got a pass for this event because CA was the coordinator for handing out passes for the event and one of my intern friends, Alex (Alexandra), was the intern who was basically supervising the whole project. She asked me (and I was the only intern) if I would like to go, to which I obviously said yes. I felt a bit bad about it because about half of the interns were Roman Catholics and I was not, yet I was getting a chance to go. Still, it wasn't my fault that Alex asked me to go rather than one of the other interns, so I just decided that I was fated to go and decided to enjoy it.

This afternoon (Sunday) I met Alex and a volunteer who works in our office, Helen (who was given a pass by the CA staff), and I drove us up to BWI, about a 30 minute drive. As soon as we got there we went through the gauntlet of security and finally were able to park. After a long walk to the hanger that had been converted to a temporary reception room, we all had a few refreshments (some of the very best hors d'eouvres I have ever had) and mingled (with CA staff, specifically, as we knew no one else). After waiting for a short time, I saw someone on stage who I had understood to be coming, but that I never expected to see so up-close and personal -- Vice-President Al Gore. Gore gave a short speech and then went down security barrier, shaking hands and saying 'hello' to the people at the front. Of course, guess who had worked themselves to the front after figuring out what was going on? That's right, I was right at the front and when the Vice-President and I shook hands, I told him how pleased I was to finally get to meet him and that I, too, am a resident of Tennessee. Believe it or not, he stopped there and spoke to me for about 30 seconds or so (an eternity in a greeting line, especially in politics) about where I lived and how beautiful it is in Tennessee about this time of the year. Needless to say, I was impressed. The VP seemed to me to be one of the very nicest persons in Washington, regardless of position. This is the highlight of my internship, thus far at least.

The festivities did not end there, however. After the VP left the hall, we all went outside to get a seat for the Pope's arrival. After about an hour or so outside, we heard a helicopter coming in and knew it was the Pope. He flew in on one of the President's helicopters and was greeted by an entourage of government, church and security officials.

He then walked to the stage (briskly, for a man his age) and gave a few remarks before he boarded the plane to fly back to Rome. Although I am not a Catholic, I believe that the Pope is a very good man, and I was therefore very proud to be at his departure ceremony -- many feel he will never come back to the US because his of his age and health. It was yet another good experience for me, one which I'm sure I will treasure for the rest of my life.

Week of October 9:

This past week has been by far the most difficult and the most exciting week I have had in Washington, and possibly one of the best in my entire life. I'll just get the small things out of the way to begin with. This past week saw the "Million Man March" (really a rally, not a march) on the Mall here in DC. Kris had a good deal of work to do in having to keep the Chief-of-Staff's office updated with information about the march (thus, I had a pretty fair amount of work to do) (*see section 12*). Many Congressional offices and Departmental offices were closed on the day of the march, but, as usual, we came to work here at the White House. Actually, I would have never known that the marchers were here had I not watched some of the rally on TV and from the top of the OEOB. Kris walked around the Mall (along with others from the White House) to send updates to the folks in the West Wing. Overall, everything was quite peaceable and went well, for all parties. Alone, this would have made for a fairly interesting week.

The real work came from the Rural Impact rollout that was happening this week. Monday was supposed to be a paid vacation day for all federal employees; it was not a vacation for a least a handful of unpaid interns. Although I wasn't forced to come in on Monday, I felt that I should because there was a great deal of help needed to input the data necessary to complete the Rural Impact State-by-State guide (*see box*). Thus, I came in on a day off to work on my project. The rest of the week made me wish I had taken the vacation. I literally spent all day on Tuesday, Wednesday and Thursday (with the exceptions which will later be mentioned) either in front of the computer or in the copy room working (lunch in the copy room one day, for example). On Thursday I finally said "no more" and we finished the listing and sent to info to Tony at Commerce to make the map (*see photo album*). It was finished, the biggest project I have had to date, one in which I played a surprisingly large roll, from speaking on the conference calls and telling the Chiefs-of-Staff of the various agencies to "get there information in immediately or risk being left off the President's map", to working on and inputting the data for the primary information guide, to getting all the travel plans together and getting a map made for the President to see. I feel that I can safely say that we did a good job, considering how pleased the President is from the good press that we got from this push.

I suppose the President (or at least his upper echelon staff) must have been very pleased with our (CA) work because on Thursday we were invited to be in the Roosevelt Room with the President and Sec. of Health and Human Services Donna Shalala as they had a teleconference with some hospital administrators from around the nation to discuss the impact of the Republican budget cuts on their hospitals. This was, of course, a planned media event, and there we were, in the middle of it, the only interns to be invited to such an event (to my knowledge). If you don't believe me, just look at the enclosed videotape (*see box*). This will show footage that Headline News aired of the teleconference, and you will see (briefly) a shot of the interns in CA that were there to watch, myself included. This was quite exciting to me, being this close to the President and getting to see one of his main media events for the week. The best, though, was yet to come.

After the teleconference ended, Steve told us to hang around while everyone, including the President left. I though it would be to clean up or carry something back to

the OEOB (the eternal optimist that I am). As it turned out, Steve introduced us to Erskine Bowles, the Deputy Chief of Staff (one of the main bigwigs). He told us how much he appreciated our work on the project and how without us it would have never been completed (not true, but nice of him to say). He then told us to follow him because he would like to introduce us to the President. We followed him into the Oval Office (very nice, I must say) where we got into a line and each introduced ourselves to the Commander-in-Chief and had our photograph taken with him (*see photo album*). This was wonderfully exciting for all of us, but possibly the very most exciting for me because, although he did not know it, much of the work that he was congratulating 'us' for was actually my work almost entirely (or, I at least supervised the work that was done). After this meeting, I realized exactly why I took this job, one that paid nothing, over something like a Senatorial internship: no where else could I ever get to have the experiences like I am now enjoying. How many people can say that they have worked at the White House, done work seen by and appreciated by the President, and then been thanked by him for a job well done? The answer is very few, but I am proud to be among that number, even as a lowly intern. Experiences such as these are the kind that I will tell my children and grandchildren, no matter how successful I am.

I almost forgot one unique experience that I had this past week (it would be easy to forget what with everything else going on). On Tuesday, I attended the arrival ceremony on the South Lawn of the White House for the Mexican President. A formal arrival ceremony of a head-of-state is a very ceremonial event at the White House, one which is a sight to behold. The entire honor guard was brought out (*see photo album and book*) and the red carpet was laid out (literally) for the Mexican President. After reviewing the troops, the President Clinton and President Zedillo gave short speeches and left to go into the White House. Had this been any of the previous weeks, this event would have been considered one of the biggest events of the week. This past week, however, it was 'small potatoes'.

Week of October 16:

The past week was significantly slower than the last. There were a few things going on, however. The President spoke at the United Nation's (UN) 50th anniversary this past Saturday and much of the week was spent on planning how to get as many Cabinet members (or surrogates for significant agencies and departments) to the speech and reception as possible (*see section 7*). Obviously the President (and First Lady, as I discovered) wanted a large US contingency at this speech. Thus, CA had to work on a number of aspects surrounding making sure we had a good number of Cabinet members at the speech, such as getting transportation (my main piece of the project). I had to work closely with the various schedulers for the departments and agencies, as well as the point person from the Pentagon, Lt. Col. Russell. We had to work out details ranging from the departure time of the flight all the way down to the body weights of the individual passengers (for military aircraft transportation). While this work was not as demanding as the work done on the Rural rollout, there was a lot more detail work necessary for this project. I found doing this to be fun, actually, because I was able to make decisions, such as the departure time, with a 'rubber stamp' from Kris. In a very real sense, I am doing what he might be doing were CA better staffed -- pretty good for a 22 year old kid.

Another project the I began working on this week (for Anne McGuire, the new intern coordinator) was the President's Long-Range Calendar (*see section 9*). While I don't know all that much about what I'll be doing yet (we just started work on Thursday), I believe that this document could take up a pretty good amount of my time before it is all said and done. What I'll be doing is compiling a listing of events that the departments and agencies feel that the President might wish to attend during 1996. From what I understand, there could be hundreds of events on the list, any of which the President might choose to attend. At any rate, it will be something I will be working on until next month when it will be sent to the President's Schedulers.

There are also a couple of areas in which I will be involved with about every week for the rest of my tour of duty. The first is the Presidential Photo and Letter requests which we send down to Presidential correspondence. Kris said that as soon as he gets these requests that he will give them to me and let me take care of them (*see section 4*). Additionally, I will be helping out periodically with the 8:30 am conference call and the memo that is faxed out afterwards to all the Chiefs of Staff. While this may seem mainly clerical in nature (which it probably is), it is interesting because I will have to decide what is important enough to fax out to the COS and what is unimportant enough to lose. Overall, these two extra duties shouldn't be too much of a problem, but I am getting fearful that the staff here is beginning to delegate too much authority to us, thinking that we really know more than we do (I am not the only person to fear this). They already expect us to know certain things that we do not and when we tell them that we don't understand, they remember that we haven't been here all that long. I guess that it is good that they trust us so much, but it's also difficult because we really don't want to make a significant mistake out of ignorance from lack of experience. I guess it will all work out, however.

One final part of this week that I would like to mention was the Intern Office-sponsored tour of the Library of Congress. The tour wasn't the best that we have been on

so far, but it was really interesting to see the largest library in the world. The Dewey Decimal system is out the door here (which I already knew, thank you) and the whole system seems difficult, but with this many books, anything would be difficult. The architecture is incredible -- some of the most fascinating things I have seen in Washington are the mosaics in one of the buildings. At any rate, it was a worthwhile experience, one which should be on everyone's itinerary.

Week of October 23:

There's not all that much to report this week. I worked on the usual memos and general office duties for most of the week, working with Kris to try and help him catch up and get organized (after looking at his desk, anyone would agree that it was quite a task). The only project of any significance that Kris and I are working on is the California UAW meeting (*see section 8*). This meeting was requested by the UAW and agreed to by the White House. They (the UAW) want to present a proposal to revitalize the manufacturing base in the greater Los Angeles area. Much of what will be presented, from what I understand, will be requests for government spending in the area, such as on the defense industry, a powerful force in Southern California (how the UAW fits in, I do not know). We will be trying to get representatives from the departments which might be able to help to the meeting. This is being taken seriously, in my opinion (admittedly derived from discussions between Kris and I) because it unites two pieces of the President's re-election puzzle: California and organized labor. It should be an interesting meeting (my first smoke-filled room meeting). At any rate, that is just about the extent of the excitement at work.

My world outside of work continues on with virtually weekly Friday nights at a downtown DC restaurant with the interns from CA and the rest of the weekend recuperating from the workweek (now I know why my Father and Mother always sleep on Sunday afternoons). There was one enjoyable extracurricular activity that I enjoyed this week, however. On Wednesday night, a small group of interns from CA went to the Kennedy Center to see and hear the Pittsburgh Symphony Orchestra (*see book*). I truly enjoyed this outing. While I will admit that I am not overly knowledgeable in the arts, especially music, I do "know what I like," and I most definitely enjoyed this performance. Not only was the music wonderful (much different than hearing it on the stereo, to my surprise), but it was fascinating to see the crowd that went to the symphony. I had always thought of all the women in elegant dresses and the men in black ties and tails, but it was quite heartening for me to see people from all ages and a variety of backgrounds there to enjoy the performance (the tickets were quite reasonable, even at full price). Finally, I really enjoyed finally getting to see the Kennedy Center and being able to see a performance there; I must be of the 'upper crust' now that I have been to the Kennedy. Overall, it was a good night -- yet another reason to be glad that I am here.

Week of October 30:

Yet again, I have little to report this week. The Southern California UAW meeting on Thursday was about the most interesting work-related event that I had a part in all week. It was fairly interesting in that I got to see how important constituencies, such as labor, are certain to be heard, especially with the next election just a year away. This meeting was not the smoke-filled room meeting that I had hoped for at all. Instead, the UAW brought their representatives, as well as representatives from the local and state governments in the area and economists that they have enlisted to help them. These people were armed with facts and statistics to support their plan and cause, and they articulated their position quite well. The White House, too, had a sizable contingency there (including the representatives from the various departments), and they did a good job to "defend" their position. I use the word "defend" because this meeting was basically a begging session from the UAW side to spend more money in the Los Angeles area, while the WH team had to try to show how the government was already doing a lot in the area and would be hard pressed to find more money to spend in these difficult budget times. It was fun to get to see the interaction between the two groups, but as with everything else in Washington, nothing new came out of the meeting. Instead, a number of future meetings were promised to try and find additional and alternative ways to help the area. I would guess that this might well be dragged out with meetings and alternatives that it will sooner or later die out. Such is the business here at the White House.

The my only extracurricular activity worth mentioning this week was the Intern Office-sponsored tour at The State Department (*see book*). I had thought that we might get to see things such as the various "war rooms" for each part of the world, some of the gifts given to the US (usually to our dignitaries who cannot keep them) from other nations and maybe even the Secretary's offices and staff. Instead of this, I was given a tour of the Diplomatic Reception Rooms. While a disappointment from what I had expected (and overall a fairly weak tour), it was interesting to see some of the antiques that were on hand and the incredible rooms that exist for entertaining dignitaries. I found a couple of items of special interest. The first was the desk upon which President Kennedy signed the 1963 Nuclear Test Ban Treaty (it has enormous historical value, at least in my eyes). Another item which I found interesting (although not for historical reasons) was the largest continuous (seamless) rug in the world. I do not know the size of the rug, but I do know that it covered a room significantly larger than my house -- pretty big for a rug. Overall, the tour was worth the time, but it would never make my top ten (or twenty or thirty) things to see when in Washington.

Week of November 6:

I never thought it would happen, but it seems as of Sunday, November 12, that the government will, in fact, shut down because of the budget battle. I had always thought that somehow they would agree to something, but I have heard nothing positive whatsoever. It seems as if the Republicans in Congress are really willing to show the President that they mean business. From what I understand, we will be briefed tomorrow morning about our new duties in the office since everyone from CA will be furloughed except for Kitty (the Cabinet Secretary). In a way, though, I really don't dread it. Things will be tough for all the interns and we will have to take up a great deal of slack, but it might not be all that bad. I feel really bad for everyone that will be hurt by this shutdown, but the upside (at least for us interns) is that we will get to at least sample running the government at its very highest level. If this continues for any length of time (as I am told it very well could), we might get to do virtually the same work that the staff does (how many people can say that; even previous interns at the WH have never had this kind of responsibility laid upon them). I suppose that we will just have to wait and see what happens, but I think that the war might just be beginning. Who knows what will happen? (I don't think anyone, even at the highest levels, knows the answer to this question.)

Aside from the possibility of an extended shutdown and the plans that we have been having to make and help coordinate, things have been going quite slow. This isn't really my fault, it's just that Kris doesn't have any real projects, outside of everyday duties, with which he needs help. I'm still doing the same old memos and general office duties for Kris and with the other interns, but there just hasn't been that many exciting things happen as of late. The only new thing that I am doing (and this should be permanent) is that I am helping Kris (actually, vice-versa) do the Follow-ups to the President's Weekly Reports (*see section 2*). The Weekly Reports are compiled by CA from reports sent by the various departments and agencies to CA for the President to see. Instead of the President having to go through each one to glean the important information from them, we condense the information down to 15 - 25 pages which he can read and be reasonably well informed of what is going on in the departments and agencies. I often help out with these reports, but since Kris is not in charge of getting them together (Anne is), I am not the 'lead' intern on the project, which means that I only help out when needed and with the more mundane pieces of the project (retyping information sent into us from the departments and agencies, etc.). After the President sees them (the reports) and marks his comments and questions on them, however, it becomes Kris' baby (and thus, my baby). We simply call the departments and hound them to answer the President's questions by sending us the information which we put into a memo for the President's advisors (and ultimately, the President) to see. It doesn't sound overly interesting, but it is fun to try to read what the President wrote (very difficult -- he has 'chicken scratch' handwriting) and discover what he needs to know and then try to track that information down. I loved getting to tell some people at these agencies that I am calling from the White House and that I am trying to find out information to answer the President's question on an issue. There may be some promise, actually, to this new task as I now look on it...

There were a couple of good Intern Office-sponsored tours that I went on this past week. The first was on Tuesday when I toured the FBI headquarters. I had taken this tour in the 9th grade, but it was interesting for me today as it was back then (plus now I understand the science of crime-fighting a bit better). We took the same tour as the general public, and I found it especially rewarding to see the younger children and the interest they took in everything that they saw (seized goods, old firearms, and especially the live firing test). This tour was followed by one on Friday of the Capitol. Again, little more than the public tour which I had already taken, but still interesting because of the sheer history and power amongst which I was standing. Our (CA interns) tour was abbreviated because we had to get back to help put the final touches on the Weekly, but we still got to see what we really wanted to see and heard some of the more interesting parts of the tour (I saw it all in the 9th grade and then again when my family and girlfriend came up over Fall Break, as they will do again at Thanksgiving). Anyway, even though I had already been fortunate enough to take the tours previously, I really enjoyed these tours and learned a few new things.

Week of November 13

What a week. The very best and the very worst, rolled into one. The government shutdown made things very interesting for everyone in the entire nation, but especially for us interns here at the WH (*see section 10 and photo album*). We had to step up our work and efforts to make sure that the government ran properly (I am not joking -- few people will ever know some of the decisions that were made by interns at this time). Instead of having someone to tell us what to do, we had to make decisions as to what to do and simply get it done. I feel bad about it, but in a sense I wish that the government would remain closed for a bit longer so that I could continue to gain more experience and exposure to the things to which I am now exposed. Unfortunately (or rather, fortunately, I should say) everyone will return to work tomorrow. Still, it was fun while it lasted.

I suppose that I should outline my responsibilities during the shutdown and some of the more interesting things that went on. I moved to the West Wing to take over Sheila's place as Kitty's personal assistant. Most of the time I answered calls for Kitty, set up meetings and maintained Kitty's schedule. From this position, I had to coordinate much of the work that was being done in CA, other than the normal, everyday work that we would always do. Whenever Kitty needed something, I had to call over to CA and get them to get it done (now I understand why Sheila is always so darned grumpy). I must say that I have a new appreciation for 'Executive Assistants' -- I doubt that I could do this job for any length of time because people are always asking questions and one has to do about 100 different things at one time. It did get easier, however, as the week went along and by Friday I felt no pressure at all in scheduling meetings with Mr. Panetta or Mr. Bowles. Since Kitty was the only exempted (essential) employee, she had the responsibility of the entire CA staff on her shoulders, but could obviously not be expected to do all the work by herself. Thus, as I have mentioned, the interns carried much of the burden and I acted as a sort of 'filter' to insure that Kitty had to see as little of all of it as possible. I must admit that it was fun to be the person that said "No, Kitty doesn't need to see this" or "Just do this and I'll get her to sign it." While I realized that my influence would be short-lived and that I would again become a rank-and-file intern again, I must say that I really enjoyed the authority that I enjoyed and the opportunity to get things done my way (at least to some degree).

While I was charged with a great deal of responsibility, I was also charged with a great deal of work. I had to build a number of lists for Kitty's use which were ultimately sent out to the various COS (*see section 10 and photo album*). Everyday I would have to do things such as open and sort through Kitty's mail, check her e-mail and voice mail, prepare her daily schedule and generally ensure that she had everything that she might need for the day. I came to work at 7:45 am rather than the usual 9:00 am (which none of the CA interns did, only us West Wing interns) and stayed until at least 8:00 p.m., and as late as 10:15 p.m. on Friday (which has an interesting story attached to it). I will say right now, unabashedly, that I worked my tail off. None of the work was really strenuous physically, but there was just such a flood of things to do that I never felt as if I were catching up. At any rate, CA continued to run, as did the WH, so I suppose I at least carried my load (as did all the other interns, in my humble opinion).

There is one event that took place during the shutdown which I find both humorous and embarrassing. On Friday, CA was finishing up the Weekly and getting it ready for WH distribution. To make a long story short, there were some problems which came up that force the distribution to take place quite late in the evening (after 9:30 p.m.). Since I hold a blue badge, I helped one of the young ladies distribute them in the West Wing. She knew very little about the physical locations of the various offices, so I basically had to lead her around and help her deliver all of the Weeklies. We had finished up everything on the ground and second floors, so we headed on to the first floor, the floor with the big offices on it (COS, VP, Upper Press and the Oval). After delivering the reports to the office that had Mr. Panetta and Mr. Ickes, we started walking to Mr. Bowles office which is about 8 feet across and down the hall. I had my head down, reading the next address and just planning how to get this all done as soon as possible (it was late and I was tired), when out of the corner of my eye I saw a couple of folks walking towards Mr. Panetta's office from the direction in which I was heading. One of the men said "Hey, how are you?" to which I replied "Fine, thanks" -- a fairly normal, everyday greeting between two strangers. It was not for another two or three seconds that I realized who had greeted me: The President of the United States of America. Of course at that moment I was thrilled to have seen him, but I felt (and still feel) really stupid for not having given him a better answer than "Fine, thanks," and for not having taken the opportunity to say something to him. Instead, I just simply passed by him and paid him little more attention than one would pay a stranger on the street. He must have thought that I was either one heck of a jerk, an airhead, or an incredibly dedicated individual who was doing his job to keep everything running. I prefer to think that he thought the third option, but who really knows? I just think that it is a great story, an event in my life which I believe that I will be able to tell to my grandchildren. There are other stories which I could tell, but I don't want to kill that many trees...

Week of November 20:

Now that life is back to normal in CA and the rest of the government, things have become much calmer (at least for us interns -- the staff just got back from their 'vacation'). This week I've been helping Kris to catch up on missed work from the shutdown and get things back in order. Even though we (the interns) did as much as we could to keep things from getting too backed up, the simple fact is that there were a number of things that we either had no idea how to do, or we had no authority to do them. Thus, Kris and I have been working hard get everything caught up, which we pretty much have done. Hopefully, this will be the last government shutdown that must be endured (although the interns do not really have to worry -- the CR will be in effect until after we leave on December 15).

Beyond helping Kris catch up, I have started a new project. This will be my last project while at the WH and will be my most ambitious, at least on a personal scale. The project is the planning of the Regional Appointees Briefing. This briefing occurs every year and is an event in which many of the President's appointees in the various states come to Washington to hear about the administration's plans and goals and to tell those who need to know what is 'working' and what is not. Kris has told me that he will give me a rough skeleton of what needs to take place and he wants for me to get together a sort of rough draft that we can look at and work from. Basically, he is putting this in my lap and telling me to get it done, with his supervision, of course. I am really excited to be doing this because I will be working with a number of different people in areas with which I have previously had little contact. I will be having to do things such as find rooms for the meetings to developing a schedule to coordinating the whole thing with a nighttime reelection event. Thus, I should get a great deal of experience in events planning, something which may well come in handy one day down the road. One final point of interest which should make my job more interesting is the fact that the President (or at least the VP) will speak at this event (probably). I am really looking forward to getting everything in order and trying to make it the best Regional Appointees' Briefing ever.

There is one more thing that I would like to state in this journal entry. The government shutdown forced me to see both the very best and the very worst sides of our government. The bad side of extremism and an unwillingness to compromise is very upsetting to me and, frankly, quite scary. On the other hand, I was given the chance to see just how important government is to millions of individuals and how much of a difference one can truly make in the lives of others if one is willing and able to do so. So often we forget that government is meant to help others, not just take our money and give it away to those who do not deserve it, as we are often led to believe. I have been given the chance to see that there are many in our government who are there not because of the pay (many of which could do much better in the private sector, at least in the WH) or the hours and benefits, but rather there because they feel that they are truly making a positive contribution to society through government. I feel as strongly today as I did when I started this job (if not more so) that I, too, want to make my mark and contribution through working for positive change in our government. In time, I hope to get the chance to do so...

Week of November 27 and
Week of December 4:

I decided to combine the last two weeks because just about the only thing that I have been working on is the Regional Appointees' Briefing and there is not enough to report on it to justify two journal entries (especially for the week of November 27 -- the Regional Appointees' Briefing was it). While I have really worked hard on this project, there is little that I can say about it, other than to outline what I have done so far. The things that are on the 'done' list are things such as booking the rooms, planning the schedule, contacting possible speakers and requesting materials to be inserted into a folder that we are now preparing (a huge project in and of itself). While everything that I have listed has not been totally finalized, it has jelled to the point that I no longer worry about it. Additionally, Kris and I have been working on a Briefing Paper for the President who has listed this event as an *option* on his schedule, but the word is that he really wants to attend the event (and why not; these people absolutely love him -- every conference call is a love-fest for the President). While we have had a few problems along the way (such as having to ask Mr. Panetta to move a meeting scheduled in the OEOB to the West Wing), everything seems to be coming together at this point and going pretty well. Kris has told me a number of times that he feels as if I am basically a staff member whom he trusts to do anything that he asks of me. To be totally honest, I agree with him. I really feel as if the work I am doing is equal in importance and quality as that of virtually anyone else on staff. This is not to say that I never have to ask Kris or someone else what to do or how to do it, but I feel that overall I have been able to release Kris from spending time on this project and allow him to work on getting some things done that will be beneficial to him in the long run in dealing with his departments and agencies.

Admittedly, no matter how confident I sound, I am fairly nervous about this Tuesday. What if I have forgotten something? What if something goes wrong? Kris has told me that something will go wrong and that we have forgotten something, but to not worry about it because all the big things are taken care of, and we will be able to handle any and all small crises as they arise. I suppose that he is right. Still, even though Kris will get the credit or blame for this event, I know that in truth that it is my baby and I really want for it to be perfect so that if nothing else, I can prove to myself that I really am capable of doing this work and can be good at it. I suppose in about 48 hours or so we will know for sure.

There is one additional thing that I worked on the week of November 27 and that was archiving some materials from CA. All the interns helped out over about half a day for three days to get a lot of the junk out of the office and into archives. I worked with Kris to archive a lot of materials (*see section 13*), materials which were only taking up space. While this wasn't much of a new and interesting task, I thought I should mention it since it is about the only new thing that I have done at work (outside of the Briefing work, as I have mentioned).

There were a couple of extracurricular activities that I participated in this week that I found to be worthwhile. The first event was the Intern Appreciation Reception. I found this to be worthwhile not so much because of the reception (I dropped by for about 10 - 15 minutes), but rather for the things that we got at the reception. First, we got a

certificate that was basically the standard issue for an internship such as this (*see photo album*). In addition to this was a letter from the President which thanked us for our work and effort, highlighting the shutdown. Finally (saving the best for last), we all received a mug or a keychain with the Presidential seal on it (we chose). What made this special is the fact that the Presidential seal may be used with permission only, which makes these items very rare and somewhat valuable. For instance, I picked the keychain (*see box*), a keychain that without the Presidential seal on it might be worth about $3, or so I would guess. With the seal, however, I would guess it to be worth $30 - 40 retail at a store which sells such memorabilia such as Political Americana (one of the very best stores in DC, I might add). Of course, I would never sell my keychain because: a) it was a gift, b) it is from the President. Not many folks have things with the Presidential seal on them, so I guess I just feel special. At any rate, the reception was not much, but the goodies sure were.

A more interesting event was the National Christmas Tree Lighting Ceremony (*see book*). This was attended by the First Family with Willard Scott as the M.C. There were a number of talented singers at the event who did an excellent job. Unfortunately, it was quite cold and I thought I was going to freeze to death before the tree was lit, but before long it was finally lit. I will say this: it is truly a wonderful feeling to think about what this tree means and says about our nation. It seemed as if the budget battle and all the troubles that our nation almost daily faces were a million miles away at that instant. Everyone there seemed to feel the same way too. I remember hearing the story about how the tree remained lit during Carter's presidency to remind us of the hostages in Iran. It is things such as this which remind me of the character of our nation and our desire to never forget or forsake our citizens who might be in trouble across the globe -- I really believe that, as a nation, we care more about our citizens than any other nation in the history of man. Getting back to the subject, however, I will simply say that it was a great ceremony, still another experience which I will never forget. In fact, I remember setting there at the ceremony, looking over at the WH and then at the Washington Monument and thinking how much I am really going to miss this place and how many good memories I with which I will leave.

Week of December 11:

Well, I guess that this is it, my last journal entry. After looking back over my time here at the WH, I feel that I have accomplished a great deal and have had the opportunity to see first-hand, and even be a part of, what I feel will be considered by historians to have been one of the most interesting periods in governmental history. As I look back on it, most of the work that I have done centers around the President's struggle against a hostile Congress, led by Mr. Gingrich. While Presidents in the past have had many of the same problems, I believe that the degree of uncooperativeness and the way in which the President handled (and is handling) this Congress will set the environment for his successors who are faced with the same situation. At any rate, I'm not writing a paper on political theory, so I'll stop here and talk about my last week.

This past week was wonderful, the best yet (Isn't it great to end on a high note?). Of course the week centered around the Regional Appointees' Briefing on Tuesday and the post-briefing wrap-up. Monday was pretty much a "let's make sure that _____ is finished and ready to go." I felt that I had a support staff of my own because since there are no major projects this week other than my own, all the other interns, and even the staff, were available and willing to help out. The only hitch that we ran into is that the folders which we gave out on Tuesday had not been finished last week, so we had to recruit some help to get them done. Mike Derrian, the WH liaison from Agriculture, volunteered his office to help out to get them done. Late Monday afternoon he brought five or six folks over to help out and simply told me that they were mine to use as I needed, but to try to remember that some of these folks had 15 or 20 years experience in mid to upper level management in Agriculture. It was at this point that I really felt the strange sensation of being both nervous and proud at the same moment. I was nervous because I really was in charge of this project, and I was not the only one to realize it. Thus, if it crashed and burned, it would be known to be on my shoulders, not Kris'. I felt proud, of course, for the same reason -- it was my project and everyone knew it. I was talking to a couple of the interns last week and they said that they were jealous that I was getting to do so much and that I was able to do things basically with Kris' 'rubber stamp' approval. The fact is, no one else's experience has even paralleled mine, at least not in CA. It has been incredible.

At any rate, everything was finally finished by Monday evening, and we were preparing for the group around noon on Tuesday. Noon came quickly, but everything was in order and the interns helped hand out information and seat everyone as quickly as possible, freeing Kris and I to take care of other problems such checking on the status of speakers and, and will be seen, the President. Surprisingly enough, we had only one major problem the whole day long, and only a very few minor problems. The minor problems were just a few small things that we had not considered, such as transit time for our speakers from and to the main room (which was on the top floor of the OEOB). The main problem was one which I had never considered, but I doubt we could have really planned for. During Ms. McGinty's speech, we had a medical emergency. An older man with diabetes passed out and was unresponsive, as described to us by the nurse. WH medical was on the scene in minutes, stabilizing the patient. As it turns out, the gentlemen had not eaten lunch and felt that he could make it, but as we learned, he could not. I was in the

ready room (green room, as some might call it) on a call when I saw Ms. McGinty on the monitor say something like "Oh God." I had no idea what was going on, then Kris came in and we got to work. After the gentlemen was known to be out of danger, we worked to get in touch with his wife in Oklahoma, which we were unable to do (she was later contacted by one of the gentlemen's friends). One final thing about this episode -- the saying that too many chefs spoils the stew (or whatever it is) is quite true. Most of the people in the room had a great deal of authority in their home state, so everyone wanted to be the Chief. It is incredibly difficult to be 22 years old and tell folks who have been working in the same field longer than I have been alive to not worry and to just go back and have a seat. At any rate, we got through this and everyone ended up o.k. (the man recovered and is back to normal).

After this excitement, I didn't know if everyone could take the excitement of hearing the President speak, but as it turns out, they could. About 3:00 p.m., Kris was told that the President would be there at 3:15 p.m. We hurriedly got everything ready for his arrival and we waited for him. I knew that he would be coming into the ready room to wait for Kitty's introduction, so I told one of the interns who had been helping me (and was willing to do anything to help without hesitation, I might add) to hang around in the room, not telling her why. In a few minutes, she found out why. The door opened and the Secret Service led the President in, where each of us greeted him (6 of us as I recall). Kitty's introduction took a couple of minutes, so here I was, watching the monitor with the President and just kind of 'hanging out'. I can safely say that it made all the hard work worthwhile, to know that I planned an event that the President himself wanted to attend.

The President took the stage and spoke for about 15 minutes, an eternity for a politician. I thought that the speech was great and Kris later told me that he thought (along with others who might know) that it was, in fact, one of the very best that they had ever heard (Some might say that it was a bit partisan, but what would they expect in friendly territory?). After the speech, the President took about 10 minutes to 'meet and greet', all the while being applauded by the crowd (really, 10 minutes of applause). He then scooted out and everyone went to their breakout sessions. After the breakout sessions, we reunited and wrapped up the event. It was finally over, and it was a success. Quite simply, I was pleased and relieved.

I spent the next couple of days putting all the info that I had gathered into a folder which I gave to Kris to help him the next time he (or whoever) tried to plan this event. This was basically the end of my internship, and the only thing left was the photograph with the President and the CA farewell lunch on Thursday. The lunch was nice, and some of us got gifts from our staff member (Kris gave me some stuff on Oxford and a map of Great Britain). It was thoughtful of them to do this, but since we never received a dime for our work, I don't feel bad about accepting it. Finally, there was Friday, the last day of the internship and the photo with the President. I almost missed the picture because Kris and I went to lunch and took way too long, so I got back about five minutes before the President arrived (I got a better place than the other CA interns because of it, however). The President arrived and thanked us in a short speech, then we took the photo (actually, a series of photos in the face of the sun). He walked around the front of the group to shake our hands and, of course, I made my way to the front. All together, I have had three photos taken with the President and have been in close contact with him another

couple of times. Few interns ever even get to meet the President, so I feel especially lucky. I guess that all the hard work we put in is rewarded in some manner. I believe that my reward will be not only the experience that I have gained while working at the WH and in CA, but the memories as well. As I have stated before, I will really miss this place (but I am looking forward to something new, like Oxford). This, then, is my final entry. Bye now.

November 13, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of October 27, 1995. Also attached is a copy of the President's comments on the Weekly Report (*Attachment 1*).

Small Business Administration:

Report on Regulatory Burdens on Small Business. *Attachment 2* is a summary ofthe study conducted by the SBA Office of Advocacy.

Department of Housing and Urban Development:

Sale of Mortgage Loans Will Save Taxpayers Billions of Dollars. *Attachment 3* is a memorandum from Nicolas Retsinas, Assistant Secretary for Housing, regarding additional information on the mortgage sales.

Department of Health and Human Services:

FDA Advisory Panel to Consider Accelerated Approval of HIV Drugs. *Attachment 4* is a summary from the FDA describing their process for reviewing HIV treatments and some examples of drugs which are being considered for accelerated approval.

Child Support Collections Up 40 Percent since 1992. *Attachment 5* is the revised forward for the 19th Annual Report to Congress on Child Support Enforcement, which should be ready for printing and release within the next week. The Department plans to issue a press release and has been working with White House Communications to create an activity through which the President will announce the release of the report.

December 5, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of November 9, 1995.

Department of Transportation:

Cuban Migrants Interdicted Near Miami May be Returned to Cuba. *Attachment 1* is a memorandum from the Coast Guard regarding the splitting of the illegal migrant family.

Environmental Protection Agency:

WTI's Incinerator Risk Assessment. *Attachment 2* is a fact sheet prepared by the EPA regarding the assessment.

December 6, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of November 3, 1995.

Small Business Administration:

Oklahoma City Grants. *Attachment 1* is a press clipping from the November 16, 1995, issue of The Daily Oklahoman regarding the Administration's efforts in clearing the way for businesses damaged by the Oklahoma City bombing to get federal grants without first having to apply for loans.

Department of Justice:

Removals of Criminal Aliens Exceed Projections for FY 95. *Attachment 2* is an information paper from the Department of Justice regarding this issue.

Department of Health and Human Services:

FDA Announces Biotech Drug Reinvention. *Attachment 3* is a press release from the FDA regarding six new proposals which promise to overhaul biotech regulations.

Social Security Administration:

Prisoners Receiving Supplemental Security Income (SSI) Payments. As per your request, *Attachment 4* is a memorandum from me to the President summarizing a memorandum from SSA regarding this issue.

December 6, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of November 17, 1995.

Department of Health and Human Services:

Department Continues Waiver Amendment Negotiations with Oregon. The Department of Health and Human Services is still negotiating with the State of Oregon on this issue, as stated in the November 22, 1995, Weekly Cabinet Report. Secretary Shalala has met with Governor Kitzhaber in an effort to move forward to resolve issues relating to the Governor's request to modify Oregon's Medicare waiver -- the Oregon Health Plan (OHP).

Deparment of the Interior:

Indian Gaming. The White House Office of Legislative Affairs will be meeting with Congressman Barney Frank later this week to discuss his views on this subject.

December 14, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of November 22, 1995.

Department of Transportation:

LAX Rates Decision. *Attachment 1* is a memorandum from the Department of Transportation's General Counsel's Office regarding the status of the Los Angeles Department of Airports PFC Program.

Department of Health and Human Services:

Department to Approve San Diego Welfare Waiver. *Attachment 2* is a press release from the Department of Health and Human Services regarding this issue.

California Faces Potential Disallowance of Federal Funds for Unsound Medicaid Managed Care Rates. *Attachment 3* is a memorandum from the Department.

Proposal to Streamline Export of Medical Devices. *Attachment 4* is a memorandum from the Department.

December 14, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of December 1, 1995.

Department of Justice:

Ninth Circuit Oral Argument In Environmentalist's and Industry's Appeal From Decision Upholding The President's Northwest Forest Plan Scheduled For December 4, 1995. *Attachment 1* is a memorandum from the Department of Justice...

December 14, 1995

MEMORANDUM TO: **ERSKINE BOWLES**

FROM: **KITTY HIGGINS**
KRIS BALDERSTON

SUBJECT: **FOLLOW-UP TO THE WEEKLY REPORT**

Attached for the President's review are the answers to his comments regarding the Cabinet Weekly Report of December 8, 1995.

Department of Labor:

401(k) Protection Roundtable with Reporters. *Attachment 1* is a memorandum from the Department of Labor...+

Social Security Adminstration:

Congressional Activity Regarding the Social Security Earnings Limit. *Attachment 2* is a memorandum from the Social Security Administration...

October 20, 1995

MEMORANDUM TO: **ALL CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE**

SUBJECT: **8:30 AM CONFERENCE CALL**

The following points were brought up on the 8:30 conference call:

1. If your principal (and spouse, if applicable) is flying on the chartered plane to the United Nations reception on Sunday, October 22, 1995, please get his or her weight and Social Security Number to Eric Stansell in Cabinet Affairs or to Lt. Col. McConnell at Defense at (703) 695-1717.

2. There will be a Cabinet briefing on Wednesday or Thursday - TBA.

October 20, 1995

MEMORANDUM TO: **ALL CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE, CABINET AFFAIRS**

SUBJECT: **FOLLOW-UP TO 8:30 AM CONFERENCE CALL MEMO**

A few time-sensitive additions to the earlier memorandum:

1. As you know, the White House Conference on Travel and Tourism takes place on Monday and Tuesday, October 30-31, 1995. The White House will prepare a document reflecting the Administration's accomplishments in the area of travel and tourism. Please forward to our office by 5:00 pm Monday a list of your agency's accomplishments in this area so that it will be included in the White House document.

2. We need input from your agency concerning major events that you are aware of that the President might be interested in attending next year e.g., anniversaries of bill signings, conferences, conventions he always does such as AFL-CIO, or other events that you recommend for the upcoming year. Please contact Anne McGuire with any questions. We need this information by close-of-business next Friday, October 27, 1995.

October 30, 1995

MEMORANDUM TO: **ALL CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE**

SUBJECT: **8:30 AM CONFERENCE CALL**

The following points were brought up on the 8:30 conference call:

1. There will be a Chiefs of Staff breakfast tomorrow, Tuesday, October 30, 1995, at 7:30 am in the White House Mess.

2. On Wednesday, November 1, 1995, at 5:45 pm, there will be a schedulers' briefing in the Ward Room of the West Wing.

3. On Thursday, November 2, 1995, at 5:45 pm, there will be a Special Assistant/DeputyChiefs' of Staff briefing in the Ward Room of the West Wing.

4. Another reminder: We still need input from many agencies concerning major events that you are aware of that the President might be interested in attending next year e.g.,anniversaries of bill signings, conferences, conventions he always does such as the AFL-CIO, or other events that you recommend for the upcoming year. Please contact Anne McGuire with any questions. We asked this information by close-of-business Friday, October 27, 1995, and must have it immediately for its inclusion on the long-range calendar.

November 13, 1995

MEMORANDUM TO: **ALL CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE**

SUBJECT: **8:30 a.m. CONFERENCE CALL**

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1. IMPORTANT - Cabinet Affairs needs the following information ASAP:

a. The name of someone in your department or agency that the Cabinet Secretary can-contact at any time who can make decisions during the shutdown (this person should probably be the Chief of Staff, but it can be someone else); we also need this person's phone, fax and pager numbers;

b. The name of a press contact in your department or agency whom the Cabinet Secretary can contact at any time during the shutdown; again, we need this person's phone, fax and pager numbers;

c. A list of political appointees from your department or agency who are exempted from the shutdown; and

d. A summary of your department or agency's shutdown plans.

2. There will be a conference call today, November 13, 1995, at 4:00 p.m. to discuss last minute shut down procedures. The code for the call will be 2780.

3. Reminder - There is a Chiefs of Staff breakfast tomorrow, November 14, 1995, at 7:30 a.m. in the White House Mess.

4. In his speech last week the President announced that he will host in early January the "White House Leadership Conference on Youth, Drug Use and Violence". The first planning meeting is today, November 13, at 4:30 p.m. in Room 211 of the Old Executive Office Building. Please contact Dennis Burke at 456-2216 with the name of the person who will be attending the meeting.

November 13, 1995

MEMORANDUM TO: **THE CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE**

SUBJECT: **8:30 a.m. CONFERENCE CALL**

IMPORTANT: Cabinet Affairs needs the following information ASAP:

1. Designate a person who is able and available to answer press questions and make decisions during the course of the week (this can be two people if necessary).

2. There will be a conference call today, November 13, at 5:00 p.m. to discuss last-minute shut-down procedures (code 2780).

3. Reminder: There is a COS breakfast tomorrow, November 14, at 7:30 a.m. in the White House Mess.

4. In his speech last week the President announced that he will host in early January the "White House Leadership Conference on Youth, Drug Use and Violence". The first planning-meeting is today, November 13, at 4:30 p.m. in RM. 211 of the OEOB. Please contact Dennis Burke at 456-2216 with the name of the person who will be attending the meeting.

November 20, 1995

MEMORANDUM TO: **ALL CHIEFS OF STAFF**

FROM: **ANNE MCGUIRE, CABINET AFFAIRS**

SUBJECT: **8:30 AM CONFERENCE CALL**

The following points were brought up on the 8:30 conference call:

1. The conference call for tommorrow, Tuesday, November 21, 1995, will be held at 8:30 a.m. On this call we will decide if the time for the daily conference call should be permenantly changed to 9:30 am.

2. There will be a 10:30 a.m. budget conference call every day this week (week of November 20, 1995).

3. This week's weekly reports are due by Close of Business tommorrow, November 21, 1995.

October 16, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **PERSONALIZED PHOTO**

Would it be possible to get this photo of Tom Payzant signed by the POTUS? Education thought that it might be nice, considering the mix-up on the letter a couple of weeks ago. Some nice inscription such as "With thanks" or "With appreciation" would be great. POTUS knows him well and would want to write him a note. Let me know if you have any questions at 6-2572

October 23, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **LETTER FOR MASSACHUSETTS CAREER DEVELOPMENT INSTITUTE**

Could we get this letter for Labor? They need it by Tuesday, November 5, 1995? Let me know if you have any questions at 6-2572.

October 27, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **PERSONALIZED PHOTOS**

These photographs were taken at the memorial service for the diplomats who were killed inthe vehicle accident in Bosnia-Herzegovina last August. Defense is making a scrapbook for the children of Dr. Joseph Kruzel, one of the men who was killed in the accident. They would appreciate it if the President would personally sign these photos, one to each of his children, Sarah and John.

Please let me know if you have any questions at 6-2572.

November 13, 1995

MEMORANDUM TO: **TODD STERN**

FROM: **KRIS BALDERSTON**

SUBJECT: **PHOTOGRAPHS FOR SIGNATURE**

Attached are two photographs taken of the President at the memorial service for the three diplomats killed in the vehicle accident in Bosnia-Herzegovina last August. The Department of Defense is preparing a scrapbook for the children of Dr. Joseph J. Kruzel, one of the diplomats killed. They would appreciate it if the President would sign the pages that these photographs are on, one to Sarah and one to John.

December 1, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **LETTER FOR BRETT SCOLL**

Brett Scoll, a former employee at Education, left the Department last August to pursue studies at Duke Law School. Would it be possible to send her a note from the POTUS thanking her for her service? Education would appreciate it.

Please let me know if you have any questions at 6-2572.

December 5, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **LETTER FOR JOHN BURTON**

John Burton, an employee of the United Parcel Service and their second most senior employee, will be retiring as of this Friday, December 8, 1995. UPS is planning a retirement party for him and would appreciate a congratulatory letter from the POTUS to present to him at this party. I know this is short notice and if this is asking too much, I am sure that they would appreciate the letter even if sent after the party.

Please let me know if you have any questions at 6-2572.

December 13, 1995

MEMORANDUM TO: **JIM DORSKIND**

FROM: **KRIS BALDERSTON**

SUBJECT: **LETTER FOR RODNEY A. McCOWAN**

Rodney McCowan, the Assistant Secretary for Management at Education left his post last Friday to assume a post in the private sector. Education would appreciate a letter to him recognizing his contributions to this Administration. Attached is a draft letter from Education. Thanks for your help.

Please let me know if you have any questions at 6-2572.

September 25, 1995

Memorandum for: **Andrew Sens**

From: **Kris Balderston**
Eric Stansell

Subject: **Peace Accord Signing**

Regarding the attendance of Cabinet members who might be interested in attending the Peace Accord signing this Thursday, it seems that the attendance of many of the officials is dependent on the time of day of the signing. Should the signing occur in the morning, itseems as if at least 12 but no more than 15 Cabinet members would like to attend the ceremony (confirmed interest: State, Treasury, Justice, Agriculture, Labor, HHS, HUD, Education, OMB, CEA, UN, SBA). If, however, the signing should be in the afternoon,between 8 and 11 Cabinet members would probably attend (confirmed interest: State, Treasury, Justice, Agriculture, Labor, HHS, EPA, UN).

Please note that we have not officially invited anyone from the Cabinet yet. We will await your direction. Should you need further information, let us know.

September 27, 1995

MEMORANDUM FOR: **LEE SATERFIELD**
PATRICK STEEL

FROM: **KRIS BALDERSTON**
ERIC STANSELL

RE: **Peace Accord Reception Cabinet List**

The following 21 cabinet members have confirmed that they will be attending the reception celebrating the signing of the Middle Eastern Peace Accord on Thursday, September 28,1995:

Secretary of State	Warren Christopher
Secretary of the Treasury	Robert Rubin
Deputy Secretary of Defense	John White
Attorney General	Janet Reno
Secretary of Agriculture	Dan Glickman
Secretary of Commerce	Ronald Brown
Secretary of Labor	Robert Reich
Secretary of Health and Human Services	Donna Shalala
Secretary of Transportation	Federico Pena
Secretary of Energy	Hazel O'Leary
Secretary of Education	Richard Riley
Administrator of the EPA	Carol Browner
Director of the OMB	Alice Rivlin
Ambassador to the UN	Madeleine Albright
Ambassador, USTR	Mickey Kantor
Deputy Director of the CIA	George Tenet
Director of the USIA	Joseph Duffy
Assistant to the President (DPC)	Carol Rasco
Commissioner of the SSA	Shirley Chater
Director of OPIC	Ruth Harkin
Deputy Secretary of Education	Madeleine Kunin

Please let us know if we might be of further assistance.

cc: Andrew Sens

October 2, 1995

MEMORANDUM FOR:	**Treasury:**	**Sylvia Matthews, Joyce Carrier**
	Interior:	**Anne Shields, Bill Sherman**
	Agriculture:	**Greg Frazier, Martha Phipps /Steven Dewhurst**
	Commerce:	**Will Ginsburg, Jim Desler /Marianne Smith**
	Labor:	**Leslie Loble, Bibb Hubbard**
	HHS:	**Kevin Thurm, Mary Beth Donohue /Allan Rivlin Bruce Katz, Amy Liu**
	Transportation:	**Ann Bormolini, Katherine Archuleta / Wendy Burk**
	Energy:	**Richard Rosenzweig, Joe Vivona**
	Education:	**Frank Holleman, Susan Frost /Jennifer Peck**
	VA:	**Harold Gracey, Kathy Jurado**
	EPA:	**Peter Robertson, Stephanie Cutter**
	OMB:	**Chantale Wong**
	SBA:	**Missy Kincaid, Janis Kearney**
	FEMA:	**William Tidball**
FROM:	**Steve Silverman**	
	Kris Balderston	
SUBJECT:	**Rural Impact Roll-Out Meeting on Tuesday, October 3**	

As you know, we are mounting a major roll out next Tuesday, October 10, and Wednesday, October 11, concerning the impact of budget cuts on rural America. The President, the Vice-President, Cabinet Secretaries and other senior officials will participate in events around thecountry.

We will host a meeting with key White House staff at 10:00 am tomorrow morning in Room211 of the Old Executive Office Building (DPC Conference Room). Please have one representative from your agency who will coordinate your agency's rural roll-out activityattend the meeting. Come to the meeting prepared to discuss which markets your principals will travel to so that we can begin to maximize our outreach with elected officials, Members of Congress and constituency groups.

Attached is a list of key rural media markets to which your principals should consider travelling.

cc: Erskine Bowles
Kitty Higgins
Gene Sperling
Susan Brophy
Marilyn Yager
Lorrie McHugh
Jake Siewert
Brian Burke
Emily Bromberg

Media Markets for Rural Impact Events

Minneapolis-St. Paul, MN
Kansas City, MO
Green Bay-Appleton, WI
Des Moines-Ames, IA
Sioux Falls-Mitchell, IA
Louisville, KY
Lexington, KY
Burlington, VT-Plattsburgh, NY
Fresno-Visalia, CA
Flint-Saginaw-Bay City, MI
Cedar Rapids-Waterloo-Duburque, IA
Paducah-Cape Girardeau-Harrisburg, KY
Madison, WI
Champaign-Springfield-Decatur, IL
Syracuse, NY
Springfield, MO
Little Rock, AK
Davenport-Rock Island-Moline, IL
Baton Rouge, LA
Albany-Schenectady-Troy, NY
Spokane, WA
Rochester, NY
Peoria-Bloomington, IL
Nashville, TN
Albquerque-Santa Fe, NM
Wausau-Rhinelander, WI
Traverse City-Cadillac, MI
Raleigh-Durham, NC
Monterey-Salinas, CA
Lafayette, LA
Eugene, OR
Chico-Redding, CA
Bangor, ME
Yakima-Pasco-Richland-Kennewick, WA /OR
Salisbury, MD
Rockland, IL
Rapid City, SD
Monroe-El Dorado, LA
La Crosse-Eau Claire, WI
Evansville, IL
Columbia-Jefferson City, MO
Charlotte, NC
Wheeling-Stubenville, WV
Tallahassee-Thomasville, FL
Quincy, IL-Hannibal, MO-Keokuk, IL
Medford-Klamath Falls, CA
Greensboro-High Point-Winston, NC
Ft. Smith, AR
Binghamton, NY
Watertown, NY
St. Joseph, MO
Omaha, NB
Missoula, MT
Minot-Bismark-Dickson, ND

Lake Charles, LA
Greenville-Spartanburg-Asheville, NC
Great Falls, MT
Fargo-Valley City, ND
Eureka, CA
Elmira, NY
Duluth_Superior, MI
Colorado Springs-Pueblo, CO
Billings, MT
Alexandria, LA
Wilmington, NC
Utica, NY
Johnson City-Kingston, TN, Bristol,TN/VA
Terre Haute, IN
Springfield-Holyoke, MA
Presque Isle, ME
Parkersburg, OH
Panama City, FL
Ottumwa-Kirksville, IA
Marquette, MI
Joplin-Pittsburg, MO
Jonesboro, AR
Greenville-New Bern-Washington, NC
Grand Junction-Montrose, CO
Gainesville, FL
Columbus, GA
Clarksville-Weston, WV
Butte-Bozeman, MT
Bowling Green, KY
Bluefield-Beckley-Oak Hill, WV
Bend, OR
Augusta, GA

Rural Impact Contacts

Name	Agency	Address	Phone	Fax
Sandy Mancini	Treasury	Room 3413	622-0059	622-0073
Karin Wilson	Justice	Room 1134	616-0658	514-9149
RachelJacobson	Justice		514-7109	514-9149
Bill Sherman	Interior	Room 6128	208-4203	208-4561
Paul Bledsoe	Interior		208-3280	208-5133
Martha Phipps	Agriculture	Room 200A	720-3631	720-2166
Steven Dewhurst	Agriculture	Room 101-A	720-3323	720-6067
Julie Rice	Commerce	Room 5523	482-6035	483-6027
Marianne Smith	Commerce	Room 5717	482-6397	501-8133
Bibb Hubbard	Labor	Room S2019	219-8271	219-7659
ÔMary Beth Donahue	HHS	Room 606G	690-6133	690-7755
Allan Rivlin	HHS	Room 647D	690-8529	690-7098
Amy Liu	HUD	Room 10-222	619-8055	619-8257
Suzanne Sullivan	DOT	Room 10200	366-2223	366-3937
Tim Travelstead	Energy	Room 4B144	586-9355	586-9217
Susan Frost	Education	Room 5146	401-8450	401-0596
Jennifer Peck	Education	Room 4905	401-0635	401-0596
John Hanson		Room 915	273-5750	273-5716
Stephanie Cutter	EPA	Room 311	260-4459	260-3150
Larry Haas	OMB	253 oeob	456-3814	
George Frisvold	CEA	323 oeob	395-5040	395-6853
Carol Bergman	ONDCP		395-6602	395-6730
Missy Kincaid	SBA	Room 7000	205-6698	205-6802
Jonathan Kaplan	SBA		205-6740	205-6913
William Tidball	FEMA	Room 832	646-3717	646-4291
Eric Dodds	GSA	Room 6124	501-1104	208-5430
Andre Oliver	WH-OPM	122 oeob	456-7032	456-6218
Aaron Rappaport	WH-NEC	223 oeob	456-5363	456-2223
Brian Burke	WH-DPC	222 oeob	456-5573	456-7028
Sky Gallegos	WH-IGA	106 oeob	456-2896	456-2889
Kris Balderston	WH-CA	160 oeob	456-2572	456-6704
Steve Silverman	WH-CA	160 oeob	456-2572	456-6704

October 3, 1995

MEMORANDUM TO: **ALL BUDGET CONTACTS**

FROM: **Steve Silverman**
Kris Balderston

SUBJECT: **Rural Impact Meeting Summary and Follow-up**

As you know, at this morning's meeting, we asked that each agency submit to us the following items:

1. A state-by-state listing of the impact of budget cuts on rural areas;

2. A listing of where your Secretary and other senior Sub-Cabinet officials will be traveling next week;

3. The name of an agency contact for OMB for specific budget questions.

We would appreciate this information by noon on Wednesday.

Additionally, please keep in mind this Thursday's 10:30 am rural budget conference call. The telephone number is 757-2104 and the code to get on the call is 6280.

Please send any info via fax to Eric Stansell.

October 5, 1995

MEMORANDUM FOR: **STEVE SILVERMAN**
KRIS BALDERSTON

FROM: **ERIC STANSELL**

SUBJECT: **RURAL IMPACT PARTICIPANTS**

I thought that you might like a break-down of how many rural roll-out participants there are and how many events they will be doing. The following are the numbers I have at this time:

31 Events Cabinet: 12 Cabinet members
82 Events Sub-Cabinet: 50 Sub-Cabinet members

Additionally, there are roughly 20 regional administrators doing events.

I will continually update these numbers. Let me know if you need more information.

October 10, 1995

MEMORANDUM TO: **ALL RURAL IMPACT CONTACTS**

FROM: **STEVE SILVERMAN**
KRIS BALDERSTON

SUBJECT: **PICK-UP OF RURAL IMPACT INFORMATION**

This is to let you know that from 4:00 pm until 6:00 pm today, a representative from your agency will be able to pick up the rural impact talking points, as well as the 50 state-by-state analyses in Cabinet Affairs, Room 160, Old Executive Office Building.

cc: All Chiefs of Staff

Tony Phipps (Map man at Commerce) 482-2530

Martha Phipps	11/15/66
Bill Sherman	6/9/68
Suzanne Sullivan	3/15/64
Mary Beth Donahue	6/21/65
Allan Rivlin	1/13/59
Jim Desler	1/6/63
Timothy Travelstead	10/19/64
Stephanie Cutter	10/22/68

[redacted]

Erskine Bowles	1 fl/ ww
Kitty Higgins	160 oeob
Gene Sperling	2 fl/ ww
Susan Brophy	2 fl/ ww
Marilyn Yager	116 oeob
Lorrie McHugh	166 oeob
Jake Siewart	167 wh
Brian Burke	222 oeob
Emily Bramberg	106 oeob

Rural Impact Roll-Out

Cabinet Events Details

Sec. Glickman: 10/13
Secretary Glickman will do an event in Burlington, VT.

Sec. Reich: Week of 10/9
Sec. Reich will do a satellite event to the Rural Roundtable in Dubuque, IA.
10/12
He will do a satellite event to the Hispanic Chamber of Commerce in Albuquerque, NM.

Sec. Shalala: 10/10
Secretary Shalala will do an event in Century Village, Fl.
She will also do events in the Tallahassee-Thomasville markets.
Week of 10/9
She will make media calls to rural markets.

Sec. Pena: 10/12
Sec. Pena will do an event in Minneapolis, MN.

Sec. O'Leary: 10/11
Sec. O'Leary will do an event in Minneapolis, MN.

Sec. Riley: 10/10
Sec. Riley will do an announcement with VP Gore on education technology which will be on satellite to 13 locations around the country.
10/12
He will do an event in Charlotte, NC on rural issues.
He will also be visiting a school in Columbia, SC.

Sec. Jesse Brown: 10/7
Sec. Brown will do an event in Flint, MI.
10/8
He will do event in Battle Creek, MI.
Week of 10/9
He will do events in Los Angeles, San Diego, Bakersfield and Martinez.

Adm. Browner: 10/11
Adm. Browner will do an event in Cedar Rapids, IA.

Dir. Brown:	10/12 Dir. Brown will do an event in Kansas City, MO.
Adm. Lader:	10/10 Adm. Lader will address the Association of Small Business Development Centers in New Orleans, LA.

Rural Impact Roll-Out

Sub-Cabinet Events Details

Interior

Dir. Bob Uram:	10/10 Dir. Uram will do an event in Salt Lake City, UT. 10/12 He will do an event in Indianapolis, IN.
Dir. Roger Kennedy:	10/12 Dir. Kennedy will meet with the editorial boards at the Dallas Morning News and the Fort Worth Star.
Dir. Rhea Graham:	10/12 Dir. Graham will speak at the University of Utah in Salt Lake City, UT. 10/13 Dir. Graham will speak in Minneapolis,MN.

Agriculture

Under Sec. Jim Lyons:	10/11 Under Sec. Lyons will do an event in Eugene, OR.
Under Sec. Jill Long Thompson:	Week of 10/9 Under Sec. Thompson will do an event in the Paducah-Harrisburg, KY-Cape Girardeau, MO, area. She will also do an event in the Green Bay-Appleton, WI, area.
Under Sec. Karl Stauber:	10/11 Under Sec. Stauber will do an event in the Raleigh-Durham, NC, area.
Under Sec. Ellen Haas:	Week of 10/9 Under Sec. Haas will do an event in NC.

Asst. Sec. Wardell Townsend:	Week of 10/9 Asst. Sec. Townsend will do an event in Salisbury, MD.
Dep. Under Sec. Dallas Smith:	10/10 Dep. Under Sec. Smith will do events in Louisville, KY, and Lexington, KY.
Dep. Asst. Sec. Shirley Watkins:	10/ 9 Dep. Asst. Sec. Watkins will do an event in Gainsville, FL.
Dep. Asst. Sec. Anne Reed:	Week of 10/9 Dep. Asst. Sec. Reed will do an event.
Adm. Jim Baker:	10/11 Adm. Baker will do a press confrence with the Governor in Little Rock, AR.
Adm. Lon Hatamiya:	10/10 Adm. Hatamiya will attend an FSA event in Monterey/Salinas, CA
Adm. Bill Ludwig:	10/10 Adm. Ludwig will do an event in the Monroe-El Dorado, LA, area. He will also visit a WIC Clinin in Alexandria, LA
Adm. Gus Schumacher:	10/9 Adm. Schumacher will do events in the Springfield-Holyoke, MA, area as well as the Burlington, VT-Plattsburg, NY, area.
Adm. Grant Buntrock:	10/10 Adm. Buntrock will do an event in the Billings, MT area. 10/11 He will do an event in the Sioux-Falls, SD, area.
Dep. Adm. Adam Golodner:	10/10 Dep. Adm. Golodner will attend an event in Albequerque-Santa Fe, NM.

Marion Berry, WH Liason:	10/9 Mr. Berry will do events in the Kansas City, MO, area, as well as the Columbia-Jefferson City, MO, area.
Commerce	
Dep. Sec. Dave Barram:	10/11 Dep. Sec. Barram will do an event in Madison, WI.
Asst. Sec. Larry Irving:	10/11 Asst. Sec. Irving will do an event in Springfield, IL.
Asst. Sec. Wilbur Hawkins:	10/12 Asst. Sec. Hawkins will do an event in Nashville, TN.
Labor	
Dep. Sec. Tom Glynn:	10/12 Dep. Sec. Glynn will do an event in Wilkes-Barre, PA.
Asst. Sec. Joseph Dear:	Week of 10/9 Asst. Sec. Deer will do an event in Chicago, IL.
Asst. Sec. Davitt McAteer:	10/10 Asst. Sec. McAteer will speak to the National Mine Instructors Seminar at the National Mine Safety and Health Academy in Beckley, WV.
Asst. Sec. Preston Taylor:	10/13 Asst. Sec. Taylor will do an event in upstate NY.
Dep. Asst. Sec. John Robinson:	Week of 10/9 Dep. Asst. Sec. Robinson will do an event.
Dir. Maria Echaveste:	10/13 Dir. Maria Echaveste will do an event in Chicago, IL. Week of 10/9 She will also do radio events to rural markets.

Sec. Rep. Rich Running:	Week of 10/9 Sec. Rep. Running will do an event in Cedar Rapids, IA.
Sec. Rep. Rick Sawyer:	Week of 10/9 Sec. Rep. Sawyer will do an event in Monterey, CA.
Sec. Rep. Barbara Kelly:	10/11 Sec. Rep. Kelly will do an event in Columbus, OH. She will also do an event in Augusta, GA. Week of 10/9 She will do an event in Nashville, TN.
Sec. Rep. Jim Cantu:	Week of 10/9 Sec. Rep. Cantu will do an event in Albquerque-Santa Fe, NM.
Sec. Rep. Pat Stell:	Week of 10/9 Sec. Rep. Stell will do an event in Spokane, WA.
<u>HHS</u>	
Dep. Sec. Walter Broadnax:	10/11 Dep. Sec. Broadnax will do an event in Nashville, TN.
Asst. Sec. John Callahan:	10/10 Asst. Sec. Callahan will do events in Cando, ND.
Dep. Asst. Sec. LaVarne Burton:	10/12 Dep. Asst. Sec. Burton will do events in Charlotte and/ or Greensboro, NC.
Adm. Bruce Vladeck:	Week of 10/9 Adm. Vladeck will do media calls to rural markets.
Dir. Bob Blancato:	10/10 Dir. Blancato will speak to the Mid-American Regional Conference on Aging in Kansas City, MO.

Reg. Dir. Katie Steele:

10/12
Reg. Dir. Steele will speak to the Missouri Hospital Association in Jefferson City, MO.

HUD

Asst. Sec. Andrew Cuomo:

10/12
Asst. Sec. Cuomo will do an event in the Albany-Schenectady-Troy, NY, area.
Week of 10/9
He will hit other key NY markets.

Sec. Rep. Tony Hernandez:

10/12
Sec. Rep. Hernandez and a USDA Sec. Rep. will join the Mayor and other local officals in an event in Grand Junction, CO.
10/16
He will do an event in Pueblo, CO.

Sec. Rep. Karen Miller:

10/12
Sec. Rep. Miller will join HHS Reg. Adm. in an event with Governor Carper in Dover, DE.

Sec. Rep. Joseph O'Hern:

10/11
Sec. O'Hern will do an event with the State Representative and other local officials in Ottumwa, IA.

Transportation

Dep. Sec. Mort Downey:

Week of 10/9
Dep. Sec. Downey will do an event in Bloomington, IL.

Adm. Gordon Linton:

Week of 10/9
Adm. Linton will participate in the American Public Transit Conference in San Antonio, TX.
He will also do an event in Sioux City, IA.

Adm. Jolene Molitoris:

10/12
Adm. Molitoris will do an event in Erie, PA.

Dep. Adm. Grace Crunican:

10/11
Dep. Adm. Crunican will do an event in the Albquerque-Santa Fe, NM, area.

Education

Dep. Sec. Kunin:

10/13
Dep. Sec. Kunin will do an event in Rochester, NY.
10/14
Dep. Sec. Kunin will do an event in Seneca Falls, NY.

Reg. Adm. Sandra Walker:

Week of 10/9
Reg. Adm. Walker will be doing media events in Des Moines, IA.

VA

Dep. Sec. Herschel Gober:

10/12
Dep. Sec. Gober will do an event in the Raleigh-Durham, NC, area.

Dir. Jerry Bowen:

10/10
Dir. Bowen will do an event in Ft. Smith, AR.

EPA

Dep. Adm. Hansen:

10/11
Dep. Adm. Hansen will do an event with Reg. Adm. Fox in Rochester, NY.

Reg. Adm. DeVillars:

10/11
Reg. Adm. DeVillars will host a media event in Bangor, ME, or NH.

Reg. Adm. Grams:

10/11
Reg. Adm. Grams will host an event in Kansas City, MO.

Reg. Adm. Bill Yellowtail:

10/12
Reg. Adm. Yellowtail will host an event in Butte, MT.

Reg. Adm. Felicia Marcus:

10/13
Reg. Adm. Marcus will speak to the Nevada League of Cities in Boulder City, NV.

SBA

Reg. Adm. Billy Max Paul:	10/10 Reg. Adm. Paul will speak to the LaGrange Georgia Lions Club. 10/11 He will speak to the Athens Georgia Rotary Club.
Reg. Adm. Bruce Kent:	10/12-10/13 Reg. Adm. Kent will meet with the Kansas Rural Development Council and travel with the Executive Committee through SW Kansas.
Reg. Adm. Peter Bara:	Week of 10/9 Reg. Adm. Bara will do events in Lorraine, Toledo and Cleveland, OH.

ONDCP

Dep. Dir. Fred Garcia:	10/12 Dep. Dir. Garcia will do an event in Syracuse, NY.
Assoc. Dir. Rose Ochi:	10/11 Assoc. Dir. Ochi will do an event in Fresno, CA.

Rural Impact Roll-Out

Regional Administrator's Events Details

Region One

John DeVillars (EPA) **Elaine Guiney (SBA)** **Bob Dunfey (GSA)** **Jane Paschal (ED)**	10/11 or 10/12 Will do an event in Bangor, ME.
Elaine Guiney (SBA) **Sean King (DOL)** **Jane Paschal (ED)** **David O'Brian** **Pat McGowan (SBA)**	Week of 10/9 Will do an event at Holyoke Community College

Region Four

Barbara Kelly	10/11 Will do events in Columbus and Augusta, GA. 10/12 Will do a press conference in Nashville, TN at Legislative Square with Education and HUD.

Region Five

Stephanie Jones	10/10 Will do an event in Springfield, IL.
Michell Burkett (FEMA) **Peter Barca (SBA)**	Will meet with press after event.
Inez Brown (SBA)	Week of 10/9 Will do an event in Flint, MD.

Region Six

Woody Overton (GSA)	Week of 10/9 Will do radio and print media in Kansas City, MO.
Dennis Grahms (EPA)	Week of 10/9 Will be interviewed by the Omaha World Herald.

Joe O'Hern (HUD)	Week of 10/9 Will talk to print in St. Joseph, MO, and Ottumwa, IA.
Katy Steele (HHS)	Week of 10/9 Will do an event in Columbia, MO.
Sandra Walker (Ed)	10/11 Will do an event in Columbia, MO. Will also do media in Omaha, NB, Des Moines, IA, and Jefferson City, MO.
Bruce Kent (SBA)	Week of 10/9 Will meet with the Kansas Rural Development Council.
Region Seven	
John Pouland (GSA)	Week of 10/9 Will do a satellite downlink with Sec. Reich and all other Reg. Adms. in Region 7 with the Mayor of Albuquerque or the the Foundation of Women Legislator's Group. All the Reg. Adms. will do events in all five targeted markets in Louisiana.
Region Eight	
Bill Yellowtail (EPA)	10/12 Will do an event in Butte, MT.
Region Nine	
Five Regional Administrators (Ed, HUD, HHS, Labor, SBA)	Week of 10/9 Will do an event in Eureka, CA. Also will have satellite downlink w/ Sec. Reich in Monterey.
Felicia Marcus (EPA)	10/13 Will address the Nevada League of Cities in Boulder City, NV.

Rural Impact Roll-Out

Cabinet Radio and Print Events Details

Sec. Glickman: 10/11
Sec. Glickman will be doing radio events.

Sec. Ron Brown: 10/11
Sec. Brown will do radio calls to rural areas.

Adm. Browner: Week 10/9
Adm. Browner will do print and radio events during the week.

Rural Impact Roll-Out

Sub-Cabinet Radio and Print Events Details

Treasury

Acting Asst. Sec. Dan Sichel:	Week of 10/9 Dep. Asst. Sec. Roselli will do radio events in the Flint-Saginaw-Bay City, MI, area.
Dep Asst. Sec. Glen Roselli:	Week of 10/9 Acting Asst. Sec. Sichel will do radio events in the following areas: Kansas City, MO; Green Bay-Appleton,WI; Fresno-Visalia, CA; Madison, WI; Wausau-Rhinelander, WI; Raleigh-Durham, NC; Monterey-Salinas, CA; La Crosse Eau Claire, WI; Duluth-Superior, MI.

Interior

Dep. Sec. John Garamendi:	Week of 10/9 Dep. Sec. Garamendi will do print and radio events in California areas.
Asst. Sec. Ada Deer:	Week of 10/ 9 Asst. Sec. Deer will do print and radio events in western rural areas with Indian reservations.

Labor:

Dir. Maria Echaveste:	10/13 She will be do radio events in Pueblo and Colorado Springs, CO.

HHS:

Asst. Sec. Philip Lee:	Week of 10/9 Asst. Sec. Lee will do radio events to rural markets.
Asst. Sec. Fernando Tores-Gil:	Week of 10/9 Ass. Sec. Tores-Gil will do radio events to rural markets.

VA:

Dir. Jerry Bowen:

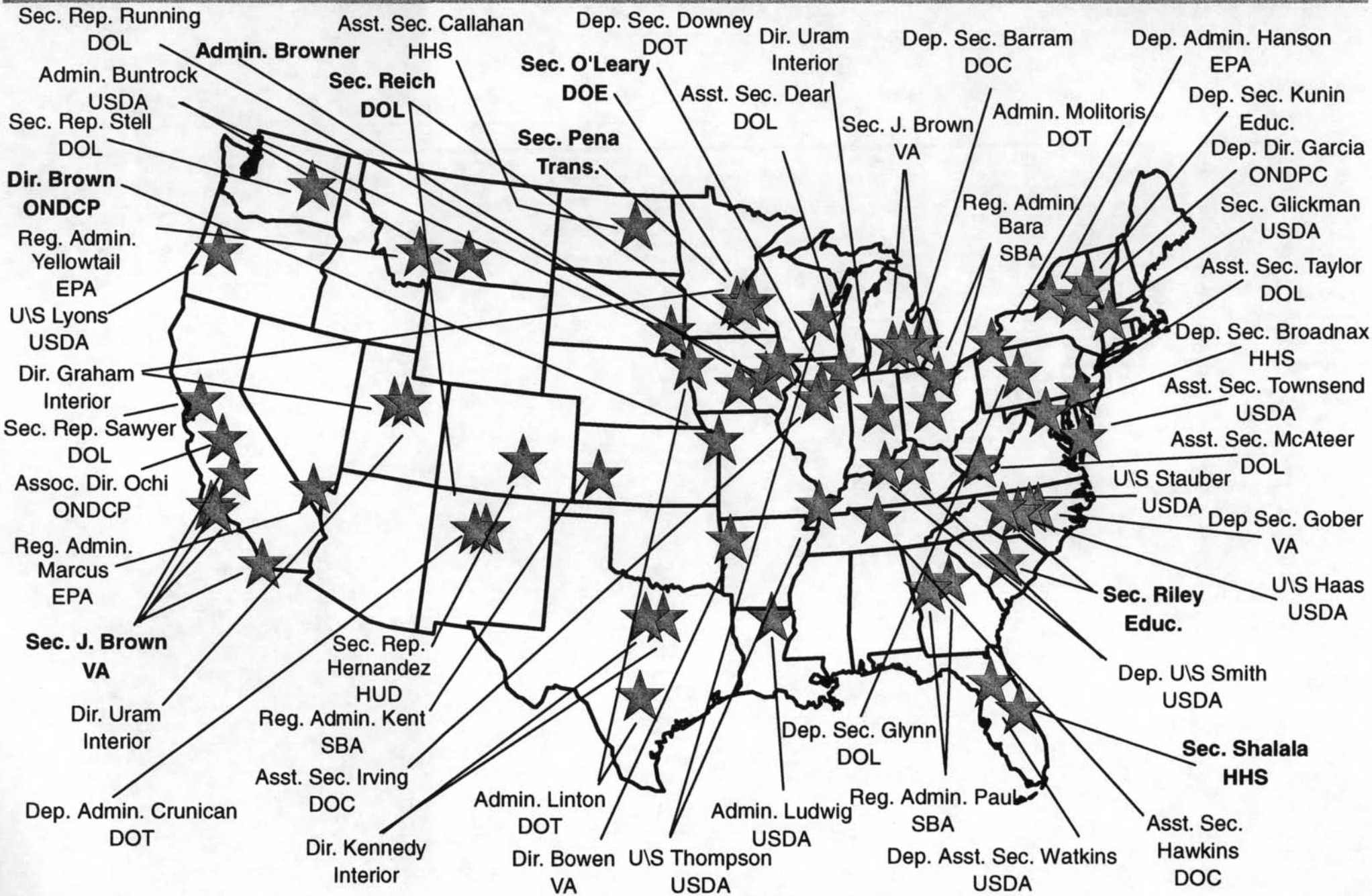
10/10
Veterans Dir. Bowen will hold a press conference in Ft. Smith, AR.

USDA:

Asst. Sec. Wardell Townsend:

10/10
Asst. Sec. Townsend will hold a press conference in Salisbury, MD.
He will also travel to Dover, DE, and meet with Gov. Carper for a press event.

The Clinton Administration Meets With Rural America



October 18, 1995

MEMORANDUM TO: **JODIE TORKELSON**

FROM: **KITTY HIGGINS**

SUBJECT: **USE OF AIRCRAFT FOR CABINET**

We wanted to make you aware that at the request of the Chief of Protocol and the First Lady's social office, we have confirmed the attached list of Cabinet officials for their participation at the President's reception for over 100 foreign heads-of-state in New York City on the evening of Sunday, October 22nd. However, because of personal schedules, we need to provide chartered transportation to New York City.

The Secretary of the Army, who is attending the event, will use his own plane to fly to New York City. Secretary West can accommodate the other Cabinet members who are planning to attend plus one staffer from Cabinet Affairs.

I wanted to make you aware of this. Please let me know if you have any questions.

cc: Erskine Bowles
Molly Raise

UN Reception
October 22, 1995
New York Public Library

Needing Air Travel:

Mrs. Glickman, Ag - up only
Sec. Ron Brown, DOC - back only
Mrs. Alma Brown, DOC - both ways
Sec. and Mrs. Federico Pena, DOT - both ways
Chr. Joseph Stiglitz and Ms. Jane Hannaway, CEA - both ways
Adm. and Mrs. Phil Lader, SBA - both ways
Dir. Joe Duffey and Mrs. Anne Wexler, USIA - up only
Adm. and Mrs. Brian Atwood, USAID - both ways
Sec. and Mrs. Togo West, Army - both ways
Gen. and Mrs. John Shalikashvili, Joint Chiefs - both ways
Three staff - both ways

October 18, 1995

MEMORANDUM TO: **NICHOLE ELKON**
ANDY SENS

FROM: **KRIS BALDERSTON**

SUBJECT: **UN CABINET ATTENDANCE**

Attached is the list of Cabinet members going to the General Assembly speech and the UN reception at the New York Public Library on Sunday. Please note that Attorney General Janet Reno is now coming to the General Assembly speech. This is my best estimate as of noon today. Regrettably, it does change a bit due to their schedules.

The issue of military transportation could greatly alter the attendance for the reception.

UN General Assembly Speech
October 22, 1995
10:00 am

Attending:

US Delegation

Sec. Warren Christopher
AG Janet Reno
Sec. Daniel Glickman
Amb. Madeleine Albright
Tony Lake, NSC
Sec. Ronald Brown
Dir. Lee Brown
Dir. Joe Duffey

UN Reception
October 22, 1995
New York Public Library

Attending:

Sec. and Mrs. Daniel Glickman
Sec. and Mrs. Ronald Brown
Sec. and Mrs. Federico Pena
Sec. Hazel O'Leary
Chr. Joseph Stiglitz and Ms. Jane Hannaway
Dir. Lee Brown
Adm. Phil Lader
Dir. Joe Duffey and Ms. Anne Wexler
Adm. and Mrs. Brian Atwood
Gen. and Mrs. John Shalikashvili
Sec. and Mrs. Togo West

Weekend Contact Name	Number	Pager #
Elaine Shocas, UN	(212) 415-4402 mission	
	(212) 355-3000 hotel Room 2912	
	(917) 838-3023 cellular	
	(212) 415-4303 FAX	
Meg Evans, Ag	(212) 421-0756 off.	1-800-SKYPAGE #570-8675
	(212) 421-0625 FAX	
Lt. Col. Russell	(703) 695-1717	
	1-800-705-5138	
	(703) 866-4510 home	
	(703) 795-5859 cellular	
Cheryl Montgomery, DOJ	(202) 514-5000 comm. ctr.	
Clark Ray, Ag	(202) 332-4944	
	1-800-643-1933	
Kathryn Hoffman, DOC	(202) 482-5485 off.	1-800-SKYPAGE #570-7079
	(202) 882-8984 home	
Morris Reed, DOC		1-800-SKYPAGE #347-1014
Betsey Grais, DOT	(202) 366-9922	1-800-SKYPAGE #551-4233
Kim Kimball, DOT	(703) 549-1247	1-800-SKYPAGE #273-4222
Joey Lucas, DOE	1-800-916-5620	
	(202) 586-8100 DOE Ops	
Chr. Joseph Stiglitz, CEA	(202) 237-7606	
Julie Burwinkel, SBA	(703) 683-9650	1-800-SKYPAGE #188-4319
	(202) 205-6802 FAX	
Pamela Sklar, USIA	(202) 333-2020	
	(202) 619-4792	
or Adm. Lader himself	(202) 638-1929	
Cindy Gire, USAID	(202) 265-4248	

October 27, 1995

MEMORANDUM TO: MARGIE SULLIVAN
WILL GINSBURG
LESLIE LOBLE
BRUCE KATZ
ANN BORMOLINI
RICHARD ROSENZWEIG
CHANTALE WONG
CHRIS DUNN

FROM: KRIS BALDERSTON

SUBJECT: MEETING WITH CALIFORNIA UNITED AUTO WORKERS

We would appreciate your sending an agency contact to a meeting with representatives of the United Auto Workers' Southern California Manufacturing RE-Employment Project on November 2, 1995, from 9:30 am to 10:30 am in Room 476 of the Old Executive Office Building. They would like to present their proposal for the revitalization of the manufacturing base in the five county area of Southern California. Please send someone who can help these people find ways to achieve their goals.

If you have any questions, please feel free to call me at 456-2572.

October 30, 1995

MEMORANDUM TO: MARGIE SULLIVAN
WILL GINSBURG
LESLIE LOBLE
BRUCE KATZ
ANN BORMOLINI
RICHARD ROSENZWEIG
CHANTALE WONG
CHRIS DUNN

FROM: KRIS BALDERSTON

SUBJECT: NEW TIME FOR MEETING WITH CALIFORNIA UNITED AUTO WORKERS

This is an update to my memorandum of October 27, 1995, regarding your agency sending representatives to the meeting with representatives of the United Auto Workers in Southern California. The time for the meeting with them on November 2, 1995, has been moved to 11:00 am in Room 180 of the Old Executive Office Building.

If you have any questions, please feel free to call me at 456-2572.

November 1, 1995

MEMORANDUM TO: **JOHN EMERSON**

FROM: **KRIS BALDERSTON**

SUBJECT: **CALIFORNIA UAW MEETING ATTENDEES**

The following people will be attending the meeting with the California UAW representatives tomorrow, Thursday, November 2, 1995, at 11:00 am in Room 180:

Defense-	Amy Hughes
Commerce-	Sue Hofer
Labor-	Steve Rosenthal
	Ray Uhalde
HUD-	Jacque Lawing
Transportation-	Susanne Sullivan
Energy-	Dr. Alexander McLaughlin
OMB-	Chantale Wong
NASA-	Chris Dunn

If you need anything else, please feel free to let me know.

cc: Kitty Higgins
Steve Silverman
LeeAnn Inadomi

November 7, 1995

MEMORANDUM TO: ANNE WALLEY
STEPHANIE STREETT

FROM: ANNE MCGUIRE,
CABINET AFFAIRS

SUBJECT: 1996 PRESIDENTIAL EVENTS

The following is a listing of activities in 1996 that have been identified as possible events of interest to the President. Agencies and Departments that have provided information are noted in the right column. Please feel free to use the info at your discretion.

1996 Presidential Event Listing:

Date	Event	Department
January		
January	Child Care Bureau Anniversary	HHS
January	Star Wing Activation,Robins AFB, GA	DOD
January	Leadership Conference on Youth, Drugs, & Violence	ONDCP
January	One Stop Capital Shop, Houston, TX	SBA
January	Second Meeting of the Violence Against Women Advisory Council	Justice
January	Announcement of approximately 200 COPS MORE grants	Justice
January 3-5	Weed & Seed National Training Conference, Orlando, FL	Justice
January 7-11	American Farm Bureau Federation, Reno, NV	USDA
January 9-11	Joint Employment & Training Conference	Labor
January 11-13	Association of American Colleges & Universities Annual Meeting, Washington, DC	Labor
January 12-14	National Conference of State Legislatures, Executive Committees, Monterey, CA	Labor
January 17	2nd Anniversary Northridge Earthquake	FEMA
January 17	Presentation of Rank Awards to distinguished federal executives	OPM
January 18-19	National Association of Workforce Development Professionals, "One Stop Shops", Houston, TX	Labor
January 18-21	National Conference of State Legislatures Annual Meeting of Education & Human Service Chairs, Denver, CO & Arizona	Labor
January 19-21	National Western Stock Show/Rodeo, Denver	USDA
January 19-February 4	Southern Exposition and Livestock Show, Ft. Worth	USDA
January 23-24	BXA Update West, San Jose, CA	Commerce
January 24-26	International Poultry Exposition, Annual Convention, Atlanta, GA	USDA
January 24-26	US Conference of Mayors Winter Meeting, Washington, DC	Transportation
January 24-26	US Conference of Mayors Annual Conference	HUD

January 26-29	Annual National Association of Homebuilders Conference, Houston	HUD
January 26-30	National Cattleman's Association Annual Convention, San Antonio	USDA
January 27-30	National Association of Regional Councils Washington, DC	Transportation
January 29-February 19	Dixie National Livestock Show, Jackson, MS	USDA
January 30	Milstar System Activiation, Peterson AFB, CO	DOD

February

February	Child Support Event	HHS
February	Announcement of the 1996 Drug Control Strategy	ONDCP
February	Introduction of Major 1996 HUD Reform legislation	HUD
February	Passage of Public Housing Reform Bill	HUD
February	Congratulations to Haiti after February Elections	USIA
February	Announcement of Community Policing to Combat Domestic Violence grants	Justice
February	Announcement of 400 COPS MORE grants for redeployment into community policing	Justice
February 3	National Governor's Association Winter Meeting, Washington, DC	Transportation
February 4	2nd Anniversary of Operation Safe Home	HUD
February 4-6	Quest for Excellence VIII Conference, Washington, DC	Commerce
February 4-7	National Association of Conservation Districts' 50th Anniversary Meeting, Las Vegas, NV	USDA
February 4-26	Joint Readiness Training, Ft. Polk, LA	DOD
February 6-20	USS Carl Vinson (CVN 70) Battle Group (Navy), San Diego, CA	DOD
February 7-9	National Association of Independent Colleges & Universities, Washington, DC	Education
February 7-9	"Leader to Leader" NCSL Conference in DC	Labor
February 11-24	National Training Center (Army)Ft.□Irwin,□CAà□DOD	
February 19-23	AFL-CIO Executive Council Meeting, Bal Harbour, FL	Labor
February 20-24	Seventh Forestry Congress, Washington, DC	USDA
February 21-23	Capabilities Exercises (Marine Corps), Camp LeJeune, NC	DOD
February 22-24	Substance Abuse and Mental Health Services (SAMHSA) Teaming Up for Prevention: A Forum for Business, Labor, & Government	HHS
February 23-24	National Association of Secondary School Principals	Education
February 23	Intelligent Transportation Systems America 1st Annual Meeting, Colorado Springs, CO	Transportation
February 24-26	United Fresh Fruit and Vegetable Association Annual Meeting, New Orleans, LA	USDA
February 24-28	Disabled American Veterans Mid-Winter Conference	VA
February 26-27	Urban Conservation 2000 Conference, Seattle, WA	USDA
February 27	Child Support Enforcement Federal Executive Order First Anniversary Celebration	HHS
February 29-March 2	National Association of Child Care Resource & Referral Agencies, Washington, DC	HHS
February 29-March 5	Associated General Contractors Annual Meeting, San Antonio, TX	Transportation

March

March	Technology Summit	Commerce
March	US-Israel 3rd Anniversary of Clinton-Rabin Committment to Science and Technology	Commerce
March	Brazilian Conference on Reinventing Government Brasilia, Brazil	USIA
March	50th Anniversary of the German Fulbright Program	USIA
March 1-5	National Association of Counties Legislative Conference, Washington, DC	Transportation
March 1-5	Veterans of Foreign Wars Mid-Winter Conference	VA
March 2-9	National League of Cities Conference, Washington, DC	HUD
March 5-8	Pennsylvania AFL-CIO Convention in Philadelphia	Labor
March 7	Recruiter of the Year Week, Washington, DC	DOD
March 8-10	APRI (AFL-CIO) Midwest Region Conference, Flint, MI	Labor
March 8-11	National Farmers Union Annual Meeting, Cincinnati, OH	USDA
March 9-20	Joint Readiness Training Center Exercises (Army), Ft. Polk, LA	DOD
March 12-16	National Association for Bilingual Educators, Orlando	Education
March 12-13	CAPE Legislative Conference, Washington, DC	Education
March 12-15	The 1996 World Conference on Literacy, Philadelphia	HHS
March 13-16	National Association of Independent Schools	Education
March 13-15	Children's Defense Fund, Washington, DC	Education
March 16	ASDC, New Orleans	Education
March 17-20	International Association of Firefighters Legislative Conference in Washington, DC	Labor
March 17-23	National Agriculture Week	USDA
March 18	Health Care Financing Administration's (HCFA's) 30th Anniversary Celebration of the Implementation of Medicare, Austin, TX (see also July 1)	HHS
March 23-27	National Association of Elementary School Principals	Education
March 25-31	National 4-H Conference, Washington, DC	USDA
March 26-27	NGA Education Summit, Palisades, NY	Labor
March 27-29	Child Welfare League of America, Washington, DC	HHS
March 28-April	National Head Start Conference, New Orleans	HHS
March 29-April	American Legion Mid-Winter Conference	VA
March 31	Anniversary of Ft. Worth COPS AHEAD	Justice

<u>April</u>

April-May	Wetlands Restoration Celebration/American Wetlands Month	USDA
April	Child Abuse and Neglect Prevention Month	HHS
April	Renaming of the University of Arkansas College of Agriculture to the Dale Bumpers College of Agriculture, Fayetteville, AR	USDA
April	Health Care Information Technology	Commerce
April 1	Release of the Annual Medicare Trustees Report	HHS
April 1-5	Center for Disease Control and Prevention, Atlanta, 50th Anniversary Celebration	HHS
April 9-12	National Catholic Education Association	Education
April 11	DARE America	ONDCP
April 11-13	Iowa Newspaper Association Annual Convention	Labor
April 14-16	The Kansas Conference on Social Welfare (KCSW), Overland Park, KS	HHS
April 14-18	Civil Rights Institute Conference, (AFL) at the George Meany Center in Maryland	Labor

April 16-18	United Cerebral Palsy, Anaheim, GA	Education
April 17-20	National Association for Equal Opportunity Associations, Washington, DC	Education
April 19	1st Anniversary of Oklahoma City Bombing	Justice
April 19-27	Fiesta San Antonio (Air Force)	DOD
April 20-21	Azalea Festival/NAS Norfolk Air Show (Navy)	DOD
April 21-28	National Crime Victims Rights Week	Justice
April 21-25	Building & Construction Trades National Conference Washington, DC	Labor
April 22-26	Guardian Challenge (Air Force), Vandenberg AFB, CA	DOD
April 25	National Council of Teachers of Math, San Diego	Education
April 25-May 9	Combined Joint Task Force Exercise (Army), Ft. Bragg, NC & Camp LeJeune, NC	DOD
April 26	Crime Victim Service Awards Ceremony	Justice
April 28-May 1	Newpaper Association of America Annual Meeting, New York City	Labor

<u>May</u>

May	President's Council on Mental Retardation, Boston	HHS
May	Service Academy Commencement	DOD
May	Armed Forces Day Open House (Aif Force) Kelly AFB, TX	DOD
May	Dedication of Virginia Kelly Center, Hot Springs	HUD
May	Roundtable with Small Businesses	Commerce
May	Civitas / Buenos Aires Conference	USIA
May	US / Mexico Bilateral Commission Meeting	USIA
May 1-3	The 90th Annual Jewish Committee Meeting, Washington, DC	Labor
May 5	Message to H.M. the King and the people of Thailand for 50th Anniversary of his ascension	USIA
May 8-10	Capabilities Exercises (Marine Corps) Camp LeJeune	DOD
May 20-24	Distillery, Wine & Allied Workers International Union Convention, Miami Beach, FL	Labor
May 21-23	AARP Convention, Denver, CO	Education
May 27	USS NIMITZ (CVN 68) Battle Group Return from Western Pacific deployment	DOD
May 29-30	AFL-CIO Secretary-Treasurers Conference, Las Vegas, NV	Labor
May 29/30/31	J. William Fulbright Exchange 50th Anniversary	USIA
May 30	Memorial Day Observance	
May 30-June 1	Health Resources and Service Administration's 4th International Congress on Serving Children with Disabilities in the Community	HHS
May 30-June 3	AFL-CIO Union Industries Show, Las Vegas, NV	Labor

<u>June</u>

June	National School Lunch Program 50th Anniversary	USDA
June	White House Conference with all 105 EZs & ECs	HUD
June	LULAC Convention	HUD
June	La Raza Annual Convention	HUD
June	Groundbreaking for the NIST Advanced Technology Laboratory	Commerce
June 1	Opening of Hurricane Season for Gulf Coast and Eastern Seaboard States	FEMA

June 2-8	Small Business Week	SBA
June 5	1st Anniversary of National Homeownership Strategy	HUD
June 7-9	World Pork Expo, Des Moines, IA	USDA
June 10	2nd Anniversary of DC Homeless Initiative	HUD
June 10-16	Roving Sands Command Post Exercises / Field Training Exercise (Army)	DOD
June 12-15	National Association of Hispanic Journalists Conference, Chicago, IL	Labor
June 16-19	National Sheriff's Association Annual Conference, Portland, OR	Justice
June 17-20	National Youth Gang Symposium, Dallas, TX	Justice
June 20-29	Airlift Rodeo (Air Force)	DOD
June 21	US Conference of Mayors Annual Meeting, Cleveland, OH	Transportation
June 22-25	National PTA, Washington, DC	Education
June 22	Manufacturing Jobs and the Partnership for a New Generation of Vehicles, Detroit, MI	Commerce
June 21-26	U.S. Conference of Mayors Annual Meeting, Cleveland, OH	Justice
June 30-July 3	Education Commission of the States, San Antonio	Education

July

July-August	3rd Anniversary of Midwest Floods	FEMA
July	SSA Scholarship Awards Program	SSA
July	Violence Against Women Grants Office Second Annual Conference	Justice
July 1	Health Care Financing Administration's (HCFA's) 30th Anniversary Celebration of the Implementation of Medicare, Independence, MO (see also March 18)	HHS
July 3-6	Reserve Officers Association, Chicago, IL	VA
July 4	50th Anniversary of Phillipine Independence	USIA
July 6	Olympic Torch Run (Air Force) Patrick AFB, FL	DOD
July 9-10	BXA Update, Washington, DC	Commerce
July 12-16	National Association of Counties Annual Conference	Transportation
July 13-16	National Governor's Association Annual Meeting, Fajardo, PR	Transportation
July 14-17	US Agricultural Communicators Congress	USDA
July 16-20	Association of Binational Centers of Latin America biannual meeting	USIA
July 17-19	Capabilities Exercises (Marine Corps) Camp LeJeune	DOD
July 18-23	Non-Commissioned Officers' Association Annual Meeting, Anaheim, CA	VA
July 19	Thunderbird Performance at Olympics, Atlanta, GA	DOD
July 23-27	Sister Cities International Conference, Boston, MA	USIA
July 25	USS GEORGE WASHINGTON (CVN 73) Norfolk, VA Battle Group (Navy) return from Mediterranean	DOD
July 26-28	Olympic Events, Cherokee National Forest, Cleveland, TN	USDA
July 27	USS LOUISIANA (SSBN 743) (Navy) Groton, CT Christening of ballistic missle submarine	DOD
July 27-August 1	National Coference of State LegislatorsÐ□□□□ Annual Meeting, St. Louis, MO	Transportation
July 27-August 2	Disabled American Veterans National Convention, New Orleans, LA	VA

August

August	National Child Support Enforcement Association Conference, Louisville, KY	HHS
August	Big Cities Extension Conference	USDA
August 1-6	American Federation of Teachers, Cincinnati, OH	Education
August 1-6	Music Teachers, Cincinnati, OH	Education
August 5-9	International Association of Fire Fighters 43rd Annual Convention, Honolulu, HI	Labor
August 5-10	American GI Forum, Colorado Springs, CO	VA
August 6-7	AFL-CIO Executive Council Meeting, Chicago, IL	Labor
August 11-16	National Organization for Victim Assistance (NOVA) Annual Convention, Tulsa, OK	Justice
August 14-19	National Association of Police Organizations' Annual Convention, Dallas, TX	Justice
August 16-23	Veterans of Foreign Wars National Convention, Louisville, KY	VA
August 25-29	Democratic National Convention, Chicago, IL	Transportation
August 31-September 5	The American Legion National Convention, Salt Lake City, UT	VA

September

September	SSA Honor Awards Ceremony, Woodlawn, MD	SSA
September	50th Anniversary of Sec. State Byrnes' Stuttgart Speech	USIA
September	National Institute of Justice Conference on Communities, Justice & Crime	Justice
September 1-4	National Association of County Agricultural Agents' Annual Meeting, Nashville, TN	USDA
September 4-6	Illinois AFL-CIO Convention, Chicago, IL	Labor
September 13	2nd Anniversary of the signing of the Crime Act	Justice
September 13-29	Eastern States Exposition, Western Springfield, MA	USDA
September 14	USS HARRY S TRUMAN (CVN 75) (Navy) Christening ceremony for newest Aircraft Carrier, Newport News, VA	DOD
September 14	Annual Induction Ceremony for the Inventor's Hall of Fame, Akron, OH	Commerce
September 16-18	Air Force Association	VA
September 16-21	National Conference on Child Abuse and Neglect Prevention, Washington, DC	HHS
September 18	Association of Metropolitan Planning Organization Annual Meeting	Transportation
September 18-21	American Ex-Prisioners of War, Birmingham, AL	VA
September 23	President Clinton speaks to United Nations	UN
September 25	Board of Trustees of the George Meany Center (AFL-CIO) Silver Spring, MD	Labor
September 26-28	Council of Great City Schools, Oklahoma City, OK	Education
September 30-October 3	American Gas Association, Atlanta, GA	Education

October

October 3rd Sunday	Marine Corps Marathon, Marine Corps□ Memorial	DOD
October	Gunsmoke (Air Force) Nellis AFB, NV	DOD
October	Annual Meeting of World Bank and IMF	Treasury
October	Red Ribbon Week	ONDCP
October 2-4	Capabilities Exercises (Marine Corps) Camp LeJeune	DOD
October 2-6	World Dairy Expo, Madison, WI	USDA

October 4	Anniversary of Graduation of Boston's COPS AHEAD officers	Justice
October 4-8	American Association of State Highway Transportation Officials, Buffalo, NY	Transportation
October 6-10	American Public Transit Association's Annual Meeting, Anaheim, CA	Transportation
October 6-13	Fire Prevention Week	FEMA
October 12-18	US Animal Health Association Annual Meeting (Centennial Meeting) Little Rock, AR	USDA
October 15-17	NAB-DC	Education
October 15-17	Sunbelt Agriculture Exposition, Moultrie, GA	USDA
October 16	World Food Prize Presentation, Des Moines, IA	USDA
October 19	USS TARAWA (LWA1) Amphibious Ready Group Return from Western Pacific, San Diego, CA	DOD
October 20-23	Airports Council International, San Diego, CA	Transportation
October 20-22	National Food Processors Association Annual Meeting, San Francisco, CA	USDA
October 20-25	National Congress of American Indians Annual Conference, Phoenix, AZ	VA
October 21-25	ICWU Convention (AFL-CIO), Las□ Vegas, NV	Labor
October 26-31	International Association of Chiefs of Police 103rd Annual Conference, Phoenix, AZ	Justice
October 27-30	American Trucking Association, San Antonio	Transportation
October 27-30	83rd Annual Mortgage Bankers Association Conference, Washington, DC	HUD

November

November	Presidential Unit Citation Award (Air Force) Tinker AFB, OK, for Oklahoma City Bombing	DOD
November	Community Anti-Drug Coalitions of America	ONDCP
November	Problem Oriented Policing Annual Conference	Justice
November 1-3	Georgia AFL-CIO State Convention, Jeckyll, GA	Labor
November 8-23	American Royal Livestock Horse / Rodeo, Kansas City	USDA
November 9-22	North American International Livestock Exposition, Louisville, KY	USDA
November 10-14	National Association of State Universities and Land Grant Colleges Annual Meeting	USDA
November 11	Veterans Day Observances, Washington, DC	DOD
November 11-15	IUE (AFL-CIO) Convention, Orlando, FL	Labor
November 14-16	National FFA Convention, Kansas City, MO	USDA
November 3	3rd Anniversary of the Brady Law	Justice

December

December	Drunk and Drugged Driving Week	ONDCP
December	Message to World Representatives at the first Ministerial-level meeting of the WTO, Singapore	USIA
December 7-10	National League of Cities Annual Conference San Antonio	Justice

Other Requests:

No dates / at POTUS convenience--

Justice:

Attainment of 50,000 new COPS
Introduction of the Anti-Organized Crime Bill
Graduation of new border patrol agents
Tour COPS / Youth Firearms Site
Tour COPS / VAWA site
Crime Summitt
Announce Prision grant awards
Announce Drug Court grant awards
Naturalization Swearings-in

General Services:

Opening of the 100th Child Care Center (either USDA or NIH, both in Maryland)

Commerce:

National Medals of Science and Technology (June-November)
National Customers Meeting
Annual Malcolm Baldrige National Quality Award Ceremony (Fall 1996)
Signing of the National Technology-Transfer & Advancement Act
MEP Grand Opening Ceremonies

HUD:

HUD withdrawl from Chicago Housing Authority (Spring)
EZ /EC Groundbreakings
Hope VI Demolitions
One-Stop Capital Shop Openings

OPM:

American Federation of Government Employees Legislative Conference (Spring)

ONDCP:

Black Male Initiative Forum
Faith Summit

USDA:

Year of the Plains (Western Governors Association)
USDA Urban Resources Partnership, Projection Completion Event, Los Angeles, CA
National Farm Machinery Show & Championship Tractor Pull, Louisville, KY

HHS:

National Tribal Child Care Conference, Summer 1996, Denver
All Indian Nations Forum: Economic Empowerment through Telecommunications Technology
Fall 1996, Denver or San Diego
Substance Abuse and Mental Health Service's (Samhsa) Launch of the Children's Mental Health
Campaign, Late November or Early December 1996, Washington, DC

Notes:

No listings have been recieved from:

Department of State
Central Intelligence Agnecy
United States Trade Representative*
Council of Economic Advisors
Office of Management and Budget*
Environmental Protection Agency
Department of Energy
Department of Interior

*Has stated that they know of no dates of activities

Employees Exempted from the Shutdown:

Name	Agency	Position
Federico Pena	DOT	Secretary
Mortimer Downey		Deputy Secretary
Michael Huerta		Associate Deputy Secretary
vacant		General Counsel
Frank Kruesi		Assistant Sec. for Transportation Policy
Louise Stoll		Assistant Sec. for Budget and Programs
Steven Palmer		Assistant Sec. for Governmental Affairs
vacant		Assistant Sec. for Aviation and International Affairs
Mary Schiavo		Inspector General
David Hinson		Administrator, FAA
Linda Daschle		Deputy Administrator, FAA
Rodney Slater		Administrator, FHWA
Jolene Molitoris		Administrator, FRA
Gordon Linton		Administrator, FTA
Gail McDonald		Administrator, SLSDC
Albert Herberger		Administrator, MARAD
T.R. Lakshmanan		Director, BTS
D.K. Sharma		Administrator, RSPA
Ricardo Martinez		Administrator, NHTSA
Michael Kantor	USTR	Ambassador
Charlene Barshefsky		Ambassador
Jeffery Lang		Ambassador
Booth Gardner		Ambassador
Ira Shapiro		Ambassador
Peter Scher		Chief of Staff
Jennifer Hillman		General Counsel
Nancy Leamond		Assistant USTR for Congressional Affairs
Anne Luzzatto		Assistant USTR for Public & Media Affairs
Colleen McCarthy		Director of Scheduling
Deborah Frankenburg		Confidential Assistant to the USTR
Jennifer Thompson		Confidential Assistant to the Chief of Staff
Lee Brown	ONDCP	Director
Fred Garcia		Deputy Director
Rose Ochi		Associate Director
Phil Lader	SBA	Administrator
Cassandra Pulley		Deputy Administrator
John Spotila		General Counsel
Jeanne Saddler		Counselor to the Administrator
Missy Kincaid		Chief of Staff
Antonella Pianalto		Associate Deputy Adm. for Management and Admin.
Kris Swedin		Assistant Adm. for Congressional and Legislative Aff.
All 10 Regional Adminstrators		
Joseph Duffey	USIA	Director
Penn Kemble		Deputy Director
Iris Burnett		Chief of Staff

Marian Bennett		Inspector General
Geoffrey Cowan		Director, B/VOA
Caroline Croft		Deputy Director, Arts America
Charles Fox		Director, Worldnet
Barry Fulton		Associate Director, I Bureau
Henry Howard		Associate Director, M Bureau
Tony Jackson		Director, I/Thematic
Les Jin		General Counsel
Joyce Kravitz		Senior Advisor, Broadcasting
John Loiello		Associate Director, E Bureau
Kimberly Marteau		Director, Public Liaison
Ann Pincus		Director, Research
Lula Rodriguez		Director, E/International Visitors
Beth Rule		Chief, E/Volunteer Visitors
Bob Schiffer		Director, E/Citizen Exchanges
Leslie Wiley		Senior Advisor, I Bureau
Doug Wilson		Director, Congressional/Intergovernmenal Affairs
Shirley Chater	SSA	Commissioner
Brian Coyne		Chief of Staff
Carolyn Colvin		Deputy Commissioner
Susan Daniels		Associate Commissioner, Office of Disability
Joan Wainwright		Associate Commissioner, Office of Communications
Arthur Fried		General Counsel
Carolyn Colvin		Deputy Commissioner

HOT ISSUES

Massachuttes

Education-

Former Assistant Secretary Tom Payzant is the new Superintendent for the Boston schools.

New York

Education-

New York City's new Chancellor, Rudy Crew, has taken over 16 failing schools that the State had threatened to shut down. By November 8, the schools must submit plans to the Chancellor for improving student performance. The plans will be submitted to the city's Board of Education and the State.

Michigan

Education-

The State is considering a deregulation proposal that would eliminate the State's special education regulations and use the Department's Part B regulations for the Individuals with Disabilities Education Act as the sole guidance for special education. Advocacy organizations, parents, and others are working to establish a coordinated response to the proposal.

Transportation-

Detroit Light Rail: The Intermodal Surface Transportation Efficiency Act (ISTEA) directed Federal Transit Administration (FTA) to negotiate and sign a multi-year agreement with Detroit for a light rail system. $10 million was authorized for the project in FY 93 and FY 94. The city submitted a planning application for $219,000 in 1992 and Mayor Archer submitted a letter on October 2, 1994, reiterating the City's desire for planning funds. The grant is now ready for obligation. The Conference Report of the FY 95 Rescission bill, vetoed by the President rescinds $4.89 million from this project. Senator Levin has also expressed an interest in this project.

Bus Funding: ISTEA earmarked $10.5 million in Section 3 (bus) funds in FY 92 and $10 million each year from FY 93 through FY 97 for needs throughout Michigan. The FY 95 Conference report also identified $7 million in Section 3 bus funding for Detroit. The City of Detroit and Michigan Department of Transportation (MDOT) assumed this was in addition to the $10 million earmarked for light rail funding and FTA efforts to finalize the project were never completed. With the change in city administration, Mayor Dennis Archer asked about this money on several occasions and Senator Levin also made a request for clarification. The FY 95 Apportionment Notice published in the Federal Register did not include the $7 million for Detroit. FTA concluded that this was part of the $10 million earmark and has communicated this to MDOT as well as the mayor of Detroit. FTA has not received any recent inquiries on this issue.

Detroit City Airport: Discussions concerning Detroit City Airport are underway with Detroit. Deputy Mayor Seabrook and Federal Aviation Administration regional representatives are having meetings concerning the airport's certification for scheduled air carrier operations. Inspections of the airport have revealed certain violations of FAR Part 139 requirements for certification.

Detroit Metropolitan Airport: A major expansion of the Detroit Metropolitan\ Wayne County Airport is underway. The need for expansion includes improving traffic access to the terminal facilities as well as increasing air travel capacity. The south access road will provide access from I-275 to the new midfield terminal (expected ground breaking in the spring of 1996) and the

existing north terminal. This project is an Urban Airport Access Demonstration Project with an estimated cost of $172 million. To date, $48.7 million has been appropriated for this project. Since the project is a specifically funded Demonstration project, completion of the project is dependent on further Congressional action. The MDOT indicates it does not have funds available for this project.

Gas Tax: The biggest transportation issue facing Michigan is the need to address inadequate state transportation revenues. A proposal to increase the gas tax appears to be stalemated. On October 18, 1995, Governor John Engler (R) announced a plan for funding the continuation of several critical, gap-closing "Build Michigan" projects by redirecting existing funds. Various media outlets in Michigan have characterized this initiative as a "diversion" of Federal funds from local projects. Nine projects are featured in this proposal costing about $240 million over a three-year period. The Governor has taken the position that he will support a gas tax increase if the share dedicated to state truckline highways is higher that ithas been in the past. This current proposal reverses an earlier decision to drop most improve\ expand projects from the current program because the anticipated revenues from the tax increase were not forthcoming. There is continuing controversy between the Governor and the legislature about how to share new gas tax revenues between the state and local governments.

CABINET BRIEFING
November 16, 1995
Roosevelt Room - 5:00 p.m.

AGENDA

I.	Welcome	Leon Panetta
II.	Budget	Leon Panetta
	Continuing Resolution / Appropriations	Alice Rivlin/ Pat Griffin
	Debt Ceiling	Secretary Rubin
	Managing Shutdown	John Koskinen
III.	Communications	Don Baer
		Mike McCurry

Attendees for Cabinet Briefing-

Deputy Secretary Strobe Talbott
Secretary Robert Rubin
Secretary William Perry
Attorney General Janet Reno
Secretary Bruce Babbit
Deputy Secretary Rich Rominger
Secretary Ronald Brown
Secretary Robert Reich
Secretary Donna Shalala
Secretary Henry Cisneros
Deputy Secretary Mort Downey
Secretary Hazel O'Leary
Secretary Richard Riley
Secretary Jesse Brown
Administrator Carol Browner
Director Alice Rivlin
Chairman Joseph Stiglitz
Deputy Ambassador Jeffrey Lang
Director Lee Brown
Administrator Phil Lader
Director John Deutch
Chairman Laura Tyson
Director Joe Duffey
Director Jim King
Administrator Roger Johnson
Carol Rasco
Deputy Director Harvey Ryland
Commissioner Shirley Chater

November 17, 1995

NOTE TO: RAHM EMANUEL

FROM: KITTY HIGGINS

I need to speak with you about this.

November 17, 1995

MEMORANDUM TO: **JODIE TORKELSON**

FROM: **KITTY HIGGINS**

SUBJECT: **EXCEPTED PERSONNEL**

As per your e-mail last evening, I would appreciate it if the following persons were returned to work on Monday, November 20, 1995:

Steve Silverman
Sheila Turner

Thank you for your help. Please let me know if you need any additional information.

Department or Agency Contact During the Shutdown

Name	Agency	Phone	Fax	Pager
Ken Brill	State	647-5301	647-1811	
Sylvia Matthews	Treasury	622-1906	622-0073	622-1260
Sandy Mancini	Treasury	622-0059	622-0073	622-1260
Margie Sullivan	Defense	(703) 693-0566	(703) 695-0864	
John Hogan	Justice	514-3892	616-5117	514-5000
Anne Shields	Interior	208-7351	208-5043	1-800-SKYPAGE #8953562
Greg Frazier	Agriculture	720-3631	720-5437	1-800-538-1362
Will Ginsburg	Commerce	482-4246	482-2741	1-800-759-4726 #2611370
Leslie Loble	Labor	219-8274	219-7659	1-800-SKYPAGE #1355237
Kevin Thurm	HHS	690-6133	690-7755	
Bruce Katz	HUD	708-2713	708-2476	
Katherine Archuleta	DOT	366-6800	366-3956	1-800-759-7243 #8010580
Richard Rosenzweig	Energy	586-6210	586-7644	
Frank Holleman	Education	401-6143	401-2098	1-800SKYGRAM #4721374
Harold Gracey	VA	273-4800	273-4877	
Peter Robertson	EPA	260-4700	260-0279	1-800-759-7243 #4710595
Michele Jolin	CEA	395-5084	395-6958	1-800-915-1396
Elaine Shocas	UN	736-7555	736-7551	
Peter Scher	USTR	395-6850	395-3390	
John Hopkins	USTR	395-5799	395-3911	
Robert Wasserman	ONDCP	395-6700	395-6708	1-800-913-7077
Missy Kincaid	SBA	205-6698	205-6802	1-800-SKYPAGE #8054852
Mike O'Neil	CIA	(703) 482-6363	(703) 893-5639	1-800-429-6456
Laura Tyson	NEC	456-5808		
Bo Cutter	NEC	456-5355		
Iris Burnett	USIA	619-4742	619-6705	1-800-SKYPAGE #8955396
Michael Cushing	OPM	606-2714	606-4489	1-800-240-6069
Barbara Silby	GSA	501-0800	219-1243	666-1642
Carol Rasco	DPC	456-2216	456-2878	WH Page
Shirley Chater	SSA	482-7136	482-7105	
	Baltimore:	(410) 965-3120	(410) 966-1463	
Brian Coyne	SSA	482-7128	482-7105	1-800-SKYPAGE
	Baltimore:	(410) 965-3120	(410) 966-1463	#3268088

Department or Agency Press Contact During the Shutdown

Name	Agency	Phone	Fax	Pager
John Dinger	State	647-6607	647-0244	
Howard Schloss	Treasury	622-2910	622-2808	622-1260
Ken Bacon	Defense	(703) 697-9312	(703) 695-1149	
John Hogan	Justice	514-3892	616-5117	514-5000
Mike Gauldin	Interior	208-6416	208-5133	1-800-SKYPAGE #8953562
Tom Amontree	Agriculture	720-4623	720-5043	1-800-SKYPAGE #5708647
Carol Hamilton	Commerce	482-6001	482-5168	
Nancy Coffey	Labor	219-8211	219-8699	1-800-SKYPAGE #1252278
Melissa Skofield	HHS	690-7850	690-5673	
Jean Nolan	HUD	708-0980	619-8153	
Bill Schultz	DOT	366-4531	366-6337	1-800-759-7243 #8010563
Carmen McDugal	Energy	586-4940		
Kathryn Kahler	Education	401-3069	401-0596	1-800SKYGRAM #5179692
Jim Holley	VA	273-5710	273-5719	
Loretta Ucelli	EPA	260-9828	260-0279	1-800-759-7243 #4710479
Melissa Bonney	EPA	260-9828	260-0279	1-800-759-7243 #4710548
Michele Jolin	CEA	395-5084	395-6958	1-800-915-1396
Peter Scher	USTR	395-6850	395-3390	
John Hopkins	USTR	395-5799	395-391	
Jamie Rubin	UN	(212) 415-4058	(212) 415-4053	
Robert Wasserman	ONDCP	395-6700	395-6708	1-800-913-7077
Jeanne Saddler	SBA	205-6605	205-6802	1-800-SKYPAGE #1884357
Dennis Boxx	CIA	(703) 482-7558	(703) 482-6790	(202)542-4906
Gene Sperling	NEC	456-2622		
Kimberly Marteau	USIA	619-4355	619-6988	668-4153
Janice Lachance	OPM	606-1589	606-2264	1-800-759-7243 #3521881
Hap Connors	GSA	501-1231	501-1300	1-800-SKYPAGE #8010087
Phil Gambino	SSA	(410) 965-8904	(410) 965-9973	1-800-SKYPAGE #8372020

December 7, 1995

MEMORANDUM FOR: HAROLD ICKES
KITTY HIGGINS
MARCIA HALE
KATIE MCGINTY
DOUG SOSNIK
GENE SPERLING
CHERYL MILLER

FROM: KRIS BALDERSTON

SUBJECT: REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995

Thank you for agreeing to participate in the White House Regional Appointees Briefing on the afternoon of Tuesday, December 12, 1995, in Room 450 of the Old Executive Office Building. We expect over 150 Regional Administrators from across the country to participate in this day-long event. Attached for your review is the draft agenda. Please note that times may change due to the President's availability. We will be in touch with you next week regarding the exact time.

Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **DOUG SOSNIK**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

Thank you for agreeing to participate in the White House Regional Appointees Briefing on the afternoon of Tuesday, December 12, 1995, in Room 450 of the Old Executive Office Building. We expect over 150 Regional Administrators from across the country to participate in this day-long event. Attached for your review is the draft agenda. Please note that the times may change due to the President's availability. We will be in touch with you next week regarding the exact time.

The Regional Administrators have played an important role in getting the President's economic message out during the last three years. This would be an excellent opportunity to thank them and encourage them to continue their efforts. We would like you to speak to them for 5 minutes, introduce your regional desks, and send them off to the regional break-out sessions (which your staff is coordinating).

Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **KATIE McGINTY**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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Your participation at this meeting will be an excellent opportunity to discuss the Administration's environmental strategy in the upcoming year. Many of the Regional Administrators have noted that environmental issues have become an important concern in their states. In the past, the Regional Administrators have played a key role in amplifying the President's message. You should feel free to use this opportunity to encourage them to push our environmental initiatives.

Please feel free to call me with any questions at 6-2572.

cc: Brian Johnson
Shelly Fidler

December 8, 1995

MEMORANDUM TO: **MARCIA HALE**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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The Regional Administrators (many of them former elected officials) have played an important role working with state and local officials to get the Administration's message out. The Regional Administrators wanted to have an opportunity to hear more about your office and how they can work with the state and local officials on our initiatives.

Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **GENE SPERLING**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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Your participation at this meeting will be an excellent opportunity to discuss the Administration's economic / budget strategy in the upcoming year. Many of the Regional Administrators have noted that economic issues have become an important concern in their states. In the past, the Regional Administrators have played a key role in amplifying the President's message. You should feel free to use this opportunity to encourage them to push our economic initiatives.

Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **CHERYL MILLS**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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The Regional Administrators have played a key role in getting the Administration's message out during the last three years. As we enter the fourth year, the Regional Administrators would like more detailed discussions on what they can and cannot do in the upcoming year.

Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **LARRY HAAS**

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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Please feel free to call me with any questions at 6-2572.

December 8, 1995

MEMORANDUM TO: **WENDY SMITH**
ERIC EVE
CRAIG SMITH
LINDA MOORE
RAY MARTINEZ
JOHN EMERSON

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

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The Regional Administrators (many of them former elected officials) have played an important role working with state and local officials to get the Administration's message out. The Regional Administrators wanted to have an opportunity to hear more about your office and how they can work with the state and local officials on our initiatives.

Please feel free to call me with any questions at 6-2572.

December 11, 1995

MEMORANDUM TO: **HAROLD ICKES**
JANICE ENRIGHT

FROM: **KRIS BALDERSTON**

SUBJECT: **REGIONAL APPOINTEES BRIEFING OF DECEMBER 12, 1995**

Thank you for agreeing to participate in the Regional Appointees' Briefing on the afternoon of Tuesday, December 12, 1995, in Room 450 of the Old Executive Office Building. The appointees will be briefed by key Administration officials on the budget, the economy, environmental policy and ethics matters.

Background:

Beyond their good work in running their regional offices, the regional appointees have become key communicators of the President's message and accomplishments in the field. In the past six months, the appointees have gone to great lengths to sponsor a number of budget amplification events (press conferences, van tours and media events) to get the President's message out. Recently, they were particularly effective in creating events in nearly every state when the Administration initiated "Back to School Week" and the rural budget roll-out.

Previously, they convened at the White House in June 1995. This will be another opportunity to energize the regional appointees to continue to get the word out on the Administration's policies.

Your Role:

We would like you to welcome the 180 regional appointees at approximately 1:05 pm in 450 OEOB. Next to the President, you are the highest ranking White House official to address this group. You should take approximately ten minutes to:

--thank them for their key role in getting the Administration's message out in the last three years. Tell them that the President noticed and appreciated the "Back to School Week" activities and the other budget roll-out and amplification events;

--stress the importance of continuing these events in the upcoming year; and

--give them a sense of the White House strategy for the next year.

You should feel free to take questions if time permits.

Again, thank you for taking the time to address this group. They truly have beentremendously helpful in getting the President's message out since the last meeting in June. This in an excellent opportunity to re-energize them for the next year. This briefing is listed as an *option* on the President's schedule.

Attachments: Agenda
Clips

DROP-BY AT REGIONAL APPOINTEES' BRIEFING

DATE: December 12, 1995
TIME: 1:30 - 5:00 PM
LOCATION: 450 OEOB
CONTACT: Kitty Higgins
Kris Balderston

I. PURPOSE

To drop-by at the regional appointees' briefing to thank them for their hard work and refocusthe appointees on the Administration's key goals and initiatives for the coming year.

II. BACKGROUND

Approximately 180 regional appointees will be in Washington for a series of departmental and White House briefings. In the afternoon, the appointees will be briefed by key Administration officials on the budget, the economy, environmental policy and ethics matters. Beyond their good work in running their regional offices, the regional appointees have become key communicators of your message and accomplishments in the field. In the past six months, the appointees have gone to great lengths to sponsor a number of budget amplification events (press conferences, van tours, and media events) to get your message out. Recently, they were particularly effective in creating events in nearly every state when the Administration initiated "Back to School Week" and the rural budget roll-out.

Previously, you addressed the group when they convened at the White House in June 1995. This will be another opportunity to energize the regional appointee's to continue to get the word out on the Administration's policies.

III. PARTICIPANTS

Attached is a list of the 180 regional appointees from nine agencies that will be attending thebriefing. This is the first time that we will include the U.S. Department of Agriculture state directors.

IV. SEQUENCE OF EVENTS

Attached is a schedule of the afternoon's agenda. Kitty Higgins will introduce you. You will make brief remarks.

V. MEDIA

Closed press

VI. REMARKS

Talking points being prepared by speechwriter.

December 8, 1995

MEMORANDUM FOR: WAVES

FROM: KRIS BALDERSTON

The following persons need to be waved in Tuesday, December 12, 1995, at 12:30 pm to Room 450 of the Old Executive Office Building for a meeting:

John Doe	DOB	SSN
Jane Doe	DOB	SSN
etc.		

Any questions can be directed to Kris Balderston at extension 6-2572.

THE WHITE HOUSE

WASHINGTON

REGIONAL APPOINTEES BRIEFING

December 12, 1995

450 OEOB

11:30 PM-
12:15 PM — **White House Holiday Tour**

1:00 PM — **Official Welcome**
- Kitty Higgins, Cabinet Secretary
- Harold Ickes, Deputy Chief of Staff for Policy and Political Affairs

1:20 PM — **Regional Panel**
- Karen Adler, Regional Administrator, New York
- Jadine Nielsen, Regional Administrator, San Francisco
- Woody Overton, Regional Administrator, Kansas City

1:45 PM — **Ethics Briefing**
- Cheryl Mills, Associate Counsel to the President

2:10 PM — **Intergovernmental Strategy**
- Marcia Hale, Director for Intergovernmental Affairs

2:30 PM — **Environmental Strategy**
- Katie McGinty, Chair, Council on Environmental Quality

2:45 PM — **Economic / Budget Strategy**
- Gene Sperling, Deputy Assistant to the President for Economic Policy
- Larry Haas, Associate Director for Communications,
  Office of Management and Budget

3:15 PM* — **Regional Breakout Introduction**
- Doug Sosnik, Director of Political Affairs (and Staff)

3:30 PM — **Regional Breakout Sessions**
** Please see sheet in packet for room assignment **

4:30 PM — **Specialty Press**
- Peggy Lewis, Director of Specialty Press

4:40 PM-
5:00 PM — **Wrap-Up / Conclusion**
- Kitty Higgins, Cabinet Secretary

Breakout Sessions

Regional Appointees Briefing
December 12, 1995

Region	City	Room
Region 1	Boston	324 OEOB
Region 2	New York	211 OEOB
Region 3	Philadelphia	
Region 4	Atlanta	248 OEOB
Region 7	Dallas	
Region 5	Chicago	472 OEOB
Region 6	Kansas City	
Region 8	Denver	476 OEOB
Region 10	Seattle	
Region 9	San Francisco	106 OEOB
Agriculture	Nationwide	450 OEOB

September 15, 1995

MEMORANDUM TO: **David Lane**
Marcia Hale
Andrew Friendly
Lucy Naphin
Kitty Higgins

FROM: **Kris Balderston**

SUBJECT: **Press release from Governor Ridge**

For your information, I have included a copy of Governor Ridge's press release blasting the German shipbuilding company.

September 15, 1995

MEMORANDUM FOR: **Erskine Bowles**
Don Baer
Jason Goldberg
Ginny Terzane

FROM: **Kris Balderston**

SUBJECT: **Cal Ripken's "Back to School" quote**

For your information, I have attached a copy of Cal Ripken's endorsement of the Administration's "Back to School" efforts and Secretary Riley's response to it.

September 15, 1995
Steve Silverman, Cabinet Affairs
Striking newspaper workers' request for help

I am referring to you this packet of information from various leaders of the Newspaper Unions in San Francisco, concerning their strike and a requested response from this administration. Please review these materials and follow up in an appropriate manner.

Thank you for your help. Feel free to contact me should you need further information.

September 19, 1995

MEMORANDUM TO: **Harold Ickes**
Janice Enright

FROM: **Kris Balderston**

SUBJECT: **School to Work Announcement**

Attached for your information is the joint Department of Labor / Department of Education press release on the nineteen new STW grant recipients.

September 19, 1995

MEMORANDUM TO: **Jennifer Palmieri**

FROM: **Kris Balderston**

SUBJECT: **Guam Briefing**

Attached is the Guam briefing that the Department of the Interior did for Mr. Panetta's meeting with Representative Underwood. Please call me if I can get you any additional information.

September 22, 1995

MEMORANDUM FOR: **ANN STOCK**

FROM: **KITTY HIGGINS**
LEEANN INADOMI

SUBJECT: **Holiday Lists**

Attached are our three lists to be included in the holiday season: They are:

1) Deputy Secretaries,

2) Chiefs of Staff, and

3) Senior Appointees.

We have had conversations with Legislative Affairs and the Press Office about including Assistant Secretaries for those offices.

Please let us know if there is an opportunity to include other agency people.

Thank you.

October 10, 1995

MEMORANDUM TO: KITTY HIGGINS
LEANNE INADOMI

FROM: KRIS BALDERSTON

SUBJECT: MILLION MAN MARCH

The latest on the "Million Man March."

October 10, 1995

MEMORANDUM TO: **HAROLD ICKES**

FROM: **KRIS BALDERSTON**

SUBJECT: **MILLION MAN MARCH**

As per your request, this is the latest information from the Department of Interior on the"Million Man March." While the event is being billed as a march, there will not be a march.

We are meeting with Interior at 5:00 pm.

October 10, 1995

MEMORANDUM TO: HAROLD ICKES
JANICE ENRIGHT
JOHN EMERSON
DOUG SOSNIK
WENDY SMITH
MARCIA HALE
GINNY TERZANO
LINDA MOORE
JOHN ANGELL

FROM: KRIS BALDERSTON

SUBJECT: IA AND CA DISASTER ANNOUNCEMENTS

Attached for your review is a memorandum from USDA describing their plans to announce disaster designations for crops in parts of CA and IA. USDA would like to make an announcement tommorrow. Do we envision a White House role?

October 12, 1995

MEMORANDUM FOR: **ANNE SHIELDS**

FROM: **KRIS BALDERSTON**

SUBJECT: **TRUMKA**

I just received the following note from Jennifer O'Connor:

"Wrote a letter to Babbitt, cc'd to Harold on April 10. Phil Caplan got them to do a draft back to Trumka by May but he didn't like it and told them to redo it. Have seen nothing since. I need to know if they got back to Trumka and if so how. If not, why not."

Please send me an update so that I can close the file on this one.

October 12, 1995

MEMORANDUM TO: ANNE SHIELDS
GREG FRAZIER
RICHARD ROSENZWEIG

FROM: KRIS BALDERSTON

SUBJECT: OR GOVERNOR MEETING WITH PANETTA

On Wednesday, October 25, 1995, White House Chief of Staff Leon Panetta will be meeting with Oregon Governor John Kitzhaber to discuss western issues. We would like to invite your Secretary to attend this meeting. Please call and let us know if he or she will attend.

October 18, 1995

MEMORANDUM TO: **DANNY WEXLER**

FROM: **KRIS BALDERSTON**

SUBJECT: **LOWEY REQUEST**

I am told that you and OPL handle this stuff. True? Can you guys work with Lowey?

October 19, 1995

MEMORANDUM TO: **RICHARD ROSENZWEIG**

FROM: **KRIS BALDERSTON**

SUBJECT: **EVENT IN BOSTON ON NOVEMBER 3, 1995**

Any chance that Secretary O'Leary can go to this event in Boston on November 3rd? We've had three Cabinet cancellations and we want them to help out.

Call me at 456-2572 and let me know.

October 19, 1995

MEMORANDUM TO: SYLVIA MATTHEWS
LESLIE LOBLE
KEVIN THURM
BRUCE KATZ
ANN BORMOLINI

FROM: KRIS BALDERSTON

SUBJECT: REVIEW OF PRESIDENT'S COUNCIL ON SUSTAINABLE DEVELOPMENT DRAFT

Attached for your review is the October 13, 1995, version of the President's Council on Sustainable Development report to the President. This may be your last opportunity to provide substantive input. In the previous drafts that we have sent you, we have highlighted possible controversies in the report regarding your agencies. Please take the time to review this report and get us your comments by October 25, 1995.

If you have any questions, please feel free to contact me at 456-2572.

October 24, 1995

MEMORANDUM TO: **SYLVIA MATTHEWS**
LESLIE LOBLE
KEVIN THURM
BRUCE KATZ
ANN BORMOLINI

FROM: **KRIS BALDERSTON**

SUBJECT: **REVIEW OF PRESIDENT'S COUNCIL ON SUSTAINABLE DEVELOPMENT DRAFT**

Attached for your review is the October 13, 1995, version of the President's Council on Sustainable Development report to the President. This may be your last opportunity to provide substantive input. In the previous drafts that we have sent you, we have highlighted possible controversies in the report regarding your agencies. Please take the time to review this report and get us your comments by October 25, 1995.

The last copy of the report that you received had only one side of each page copied. We apologize for any inconvenience that this may have caused you. If you have any questions, please feel free to contact me at 456-2572.

October 25, 1995

MEMORANDUM TO: KITTY HIGGINS
RAHM EMANUEL
GINNY TERZANO
JOHN ANGELL

FROM: KRIS BALDERSTON

SUBJECT: FOOD STAMPS FRAUD EVENT

Please review the attached memorandum on USDA's announcement this Friday regarding the removal of 700 stores nationally to redeem food stamps.

USDA believes that this announcement will get a great deal of press. Does the White House want a role?

October 30, 1995

MEMORANDUM TO: **KEVIN O'KEEFE**

FROM: **KRIS BALDERSTON**

SUBJECT: **CONTACTS FOR KIRTLAND AFB ANNEXATION**

Here are the names of the agency contacts that you requested from Defense, Energy and Veterans' Affairs regarding the annexation of Kirtland Air Force Base:

Defense- Rudy deLeon, Under Secretary of the Air Force
U. S. Department of Defense
(703) 697-0566

Energy- Donald W. Pearman
Associate Deputy Secretary for Field Management
U. S. Department of Energy
1000 Independence Avenue, SW
Room 5A-115
Washington, DC 20585

Veterans' Affairs- Mary Lou Keener
General Counsel
U. S. Department of Veterans' Affairs
(202) 273-6660

If you need anything else, let me know.

November 8, 1995

Robert M. White
City Attorney
P.O. Box 1293
Albuquerque, NM 87103

Dear Mr. White:

You will find provided the names of the agency contacts that you requested from Defense, Energy and Veterans' Affairs regarding the annexation of Kirtland Air Force Base. You should feel free to contact them to resolve any outstanding issues.

Rudy deLeon
Under Secretary of the Air Force
U. S. Department of Defense
Voice: (703) 697-1361
FAX: (703) 693-4303

Donald W. Pearman
Associate Deputy Secretary for Field Management
U. S. Department of Energy
1000 Independence Avenue, SW
Room 5A©115
Washington, DC 20585

Mary Lou Keener
U. S. Department for Veterans' Affairs
General Counsel
(202) 273-6660

If you need anything else, please feel free to call me at (202) 456-2572.

Sincerely,

Kris Balderston

cc: Kevin O'Keefe

November 1, 1995

MEMORANDUM TO: **JENNIFER PALMIERI**

FROM: **KRIS BALDERSTON**

SUBJECT: **ARKANSAS DEMOCRAT-GAZETTE ARTICLE**

As per your request, attached is a memorandum from the Department of Agriculture regarding the Arkansas Democrat-Gazette article that the POTUS asked about.

cc: Kitty Higgins

November 6, 1995

MEMORANDUM TO: **PEGGY CUSACK**

FROM: **KRIS BALDERSTON**

SUBJECT: **IDEA Proposal**

Attached is a copy of the Department of Education's proposal for one of the principals to attend the IDEA breakfast or reception on November 15, 1995. Since POTUS is not available, we would like Mrs. Gore to consider this event.

Cabinet Affairs, Political Affairs (Doug Sosnik), Office of Public Liaison (Marilyn Yager, Debbie Fine), and the Domestic Policy Council (Carol Rasco) all agree that this would be a very important event for one of the principals to attend.

Feel free to contact me at 456-2572 if you have any questions.

cc: Kitty Higgins
Marilyn Yager
Debbie Fine
Doug Sosnik
Karen Hancox
Diana Fortuna
Ann Walley
Frank Holleman

December 7, 1995

MEMORANDUM TO: **BRENDA COSTELLO**

FROM: **KRIS BALDERSTON**

SUBJECT: **NEW HAMPSHIRE ENVIRONMENTAL ISSUES**

As per your request, I have attached an EPA analysis of key environmental issues in New Hampshire. Peter Robertson at EPA can provide more detailed information on each topic; he can be reached at 260-4700.

If you have any questions, please feel free to call me at 456-2572.

December 8, 1995

MEMORANDUM TO: **FRED DUVAL**

FROM: **KRIS BALDERSTON**
KITTY HIGGINS

SUBJECT: **PAPANDREOU FUNERAL**

You may want to consider the foloowing nominees for the Papandreou funeral:

Former Governor Michael S. Dukakis
Nick Mitropolis

Please let me know if you have any questions at 6-2572.

December 11, 1995

MEMORANDUM TO: **FRED DUVAL**

FROM: **KITTY HIGGINS**

SUBJECT: **PAPANDREOU FUNERAL**

You may want to consider the following nominees for the Papandreou funeral:

Former Governor Michael S. Dukakis
Nick Mitropolis

Please let me know if you have any questions at 456-2572.

Talking Points:

Second Government Shutdown

December, 13, 1995

The President wants Congress to extend the current continuing resolution, in order to avoid another government shutdown later this week.

A shutdown may occur only because Congress has not finished its work on six of the 13 appropriations bills.

These bills cover such agencies as the Departments of Labor, Health and Human Services, Education, Veterans Affairs, Housing and Urban Development, Commerce, Justice ,State, and Interior; the EPA; and NASA.

Now, some Republicans want to send the President a continuing resolution with lots of extraneous provisions that they know the President cannot accept.

They are talking, for instance, about attaching a version of their balanced budget plan to a continuing resolution.

But the President will not be blackmailed into accepting a bad budget, even if that means shutting down the government.

The recent shutdown, in November:

--cost the taxpayers over $700 million, and

--disrupted the lives of millions of Americans, such as

--middle-income families who needed FHA mortgages for new homes

--senior citizens who wanted to apply for Social Security

--businessmen and women who needed passports for overseas travel etc.

We should not impose additional costs on the taxpayers andforce the American people to face such disruptions again.

Los Angeles Times Article

1. Senator Reid Quote on Ego and Lifestyle

2. Reimbursements for expense checks that had been approved - $8,800
   -Reimbursement $450 in dry-cleaning

3. Shirley Thomas, Ombudsperson
   -per diem reimburse of $25,000

4. 6 staffers in China - $40,000

5. Enron

6. Sloppy accounting

7. Luxury Trip add-ons - Russia

8. Videotape in South Africa - $6,500

List of Contents of Archived Box #1 (archived on 12/8/95):

1. Agriculture-1
2. Agriculture-2
3. State Reports-Ag
4. Correspondence / Presidential Messages-Ag
5. Scheduling-Ag
6. Clips-Ag
7. Issues-Ag-1
8. Issues-Ag-2
9. Education-Weekly Reports
10. Education-State Reports
11. Education-Scheduling Requests-1
12. Education-Scheduling Requests-2
13. Education-Correspondence / Presidential Messages

List of Contents of Archived Box #2 (archived on):

1. Education-Clips
2. Education-Events
3. Education-Issues-1
4. Education-Issues-2
5. Education-Issues-3
6. Energy-Weekly Reports
7. Energy-State Reports
8. Energy-Scheduling Requests
9. Energy-Correspondence / Presidential Messages
10. Energy-Clips
11. Energy-Issues
12. EPA-Weekly Reports
13. EPA-State Reports
14. EPA-Scheduling Reports
15. EPA-Correspondence / Presidential Messages
16. EPA-Clips
17. EPA-Issues-1
18. EPA-Issues-2

List of Contents of Archived Box #3 (archived on):

1. Interior-Weekly Reports
2. Interior-State Reports
3. Interior-Scheduling Requests
4. Interior-Correspondence / Presidential Messages
5. Interior-Clips
6. Interior-Issues
7. Multi-Agency Issues
8. CIA
9. STATE
10. USIA
11. UN
12. DEFENSE
13. NASA
14. Tax Cut & Rego 2 Dec. 94
15. National Service-1
16. National Service-2
17. Ethanol-1

18. Ethanol-2

List of Contents of Archived Box #4 (archived on):

1. 1995 Budget
2. Superfund
3. Penny Kasich-1993
4. Fires 1994
5. Fires 1993
6. President's Management Council (PMC)
7. National Performance Review-1
8. National Performance Review-2
9. Blue Ribbon Schools 10/21/93
10. Amb. Annenberg 12/17/93
11. Goals 2000
12. Principal of the Year 2/10/94
13. Goals 2000
14. Park Foundation Reception 5/27/94
15. National Park Week 5/94
16. Presidential Scholars 6/24/94
17. Blue Ribbon Scholars 10/07/94
18. Direct Loan Event 10/18/94
19. BSEA-Masssachusettes
20. Flint, Michigan 11/07/94

List of Contents of Archived Box #5 (archived on):

1. Galesburg Jan. 10 95
2. PBGC 1/19/95
3. Kutztown 1/25/95
4. Budget Rollout Feb. 6 '95
5. California ACE Speech 2/14/95
6. PTA Mar. 14
7. Tampa March 30 95
8. Glickman Announcement
9. Michigan State 5/05/95
10. Nat'l Park Week 5/22/95
11. O'Grady 6/12/95
12. Aspin Service 6/13/95
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14. Targetting
15. Miscellaneous
16. Miscellaneous Clips

ROUTING SLIP

DATE: ____/____/____

FROM: KRIS BALDERSTON
Special Assistant to the President

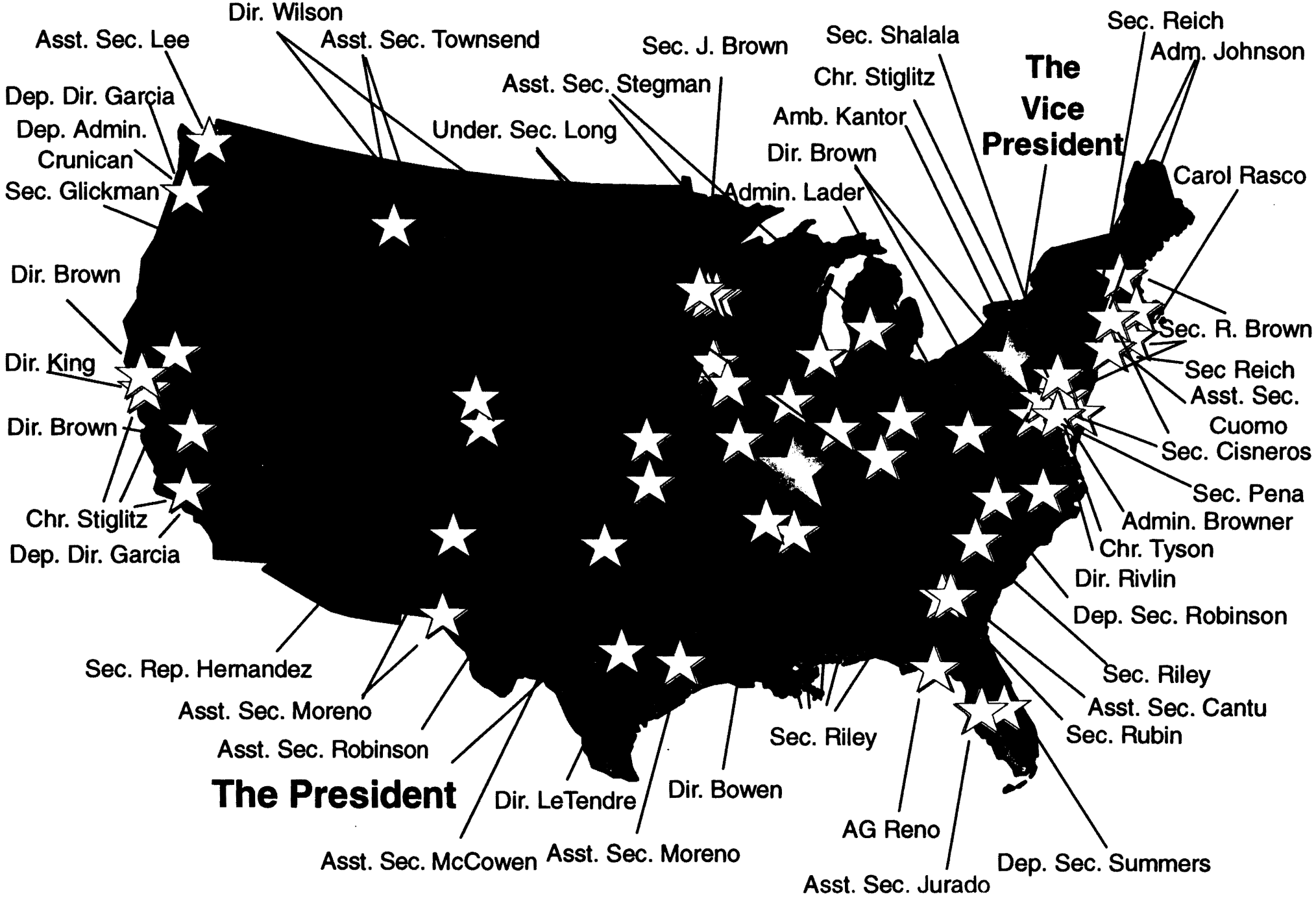
SUBJECT: _____

John Angell	178 oeob	____	Janet Murguia	112 ew	____
Don Baer	62 oeob	____	Tom O'Donnell	320 oeob	____
Jeremy Ben-Ami	218A oeob	____	Leon Panetta	1 fl / ww	____
Erskine Bowles	1 fl / ww	____	Jack Quinn	276 oeob	____
Susan Brophy	2 fl / ww	____	Lee Satterfield	184 oeob	____
Gabrielle Bushman	197 oeob	____	Jake Siewart	167 wh	____
Barbara Chow	107 ew	____	Nancy Soderbergg	g fl / ww	____
Rahm Emmanuel	1 fl / ww	____	Patti Solis	185.5 oeob	____
Janice Enright	1 fl / ww	____	Doug Sosnik	g fl / ww	____
Jason Goldberg	2 fl / ww	____	Gene Sperling	2 fl / ww	____
Pat Griffin	2 fl / ww	____	George Stephanopoulos	1 fl / ww	____
Marcia Hale	2 fl / ww	____	Todd Stern/Phil Caplan	g fl / ww	____
Karen Hancox	112 ew	____	Stephanie Street	184 oeob	____
Alexis Herman	2 fl / ww	____	Ginny Terzano	g fl / ww	____
Kitty Higgins	160 oeob	____	Kim Tilley	287 oeob	____
Harold Ickes	1 fl / ww	____	Melanne Verveer	100 oeob	____
Tim Keating	2 fl / ww	____	Michael Waldman	214 oeob	____
Bruce Lindsey	2 fl / ww	____	Ann Walley	185.5 oeob	____
Lorrie McHugh	166 oeob	____	Dan Wexler	117 oeob	____

Comments:

CLINTON ADMINISTRATION BACK TO SCHOOL TRAVEL

September 11-16, 1995



Back to School

Cabinet Calendar

Cabinet Member	September 11	September 12	September 13	September 14	September 15	OTHER
VP Al Gore	Pittsburgh, PA					
Sec. Rubin			Atlanta, GA			
AG Reno				Jacksonville, FL		
Sec. Glickman						9/8 Manhattan, KS
Sec. Brown (DOC)			Alexandria, VA			
Sec. Reich	Needham, MA & Providence, RI		Arlington, VA			
Sec. Shalala		Washington, DC				9/11-15 Regional Calls
Sec. Cisneros				Farmington, CT		
Sec. Pena				Alexandria, VA		
Sec. Riley	Greenville, SC	Columbia, MO	Memphis, TN & Cincinnati, OH	Cincinnati, OH		9/5 Terre Haute, IN 9/8 Baltimore, MD
Sec. Brown (DVA)	Minneapolis/ St. Paul, MN					
Adm. Browner					Washington, DC	
Dir. Rivlin				Washington, DC		
Chr. Stiglitz				Los Angeles, CA & San Francisco, CA	Sacramento, CA	
Amb. Kantor		Arlington, VA				
Dir. Brown	Washington, DC	Washington, DC	Elkridge, MD			9/8 Fowler, CA (Fresno) 9/16 Rocky Mount, NC
Adm. Lader		Washington, DC			West Virginia	
Chr. Tyson		Washington, DC				
Carol Rasco				Brooklyn, NY		Washington, DC
Dir. King						Oakland, CA
Adm. Johnson	Hartford, CT	Philadelphia, PA				
Betsy Myers	Boston, MA			Chicago, IL		

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Sub-Cabinet Calendar

Sub-Cabinet Member	September 11	September 12	September 13	September 14	September 15	Other
Dep. Asst. Sec. Roselli (DOTreas)			Florida			
or Dep. Sec. Summers						
Sec. West (DOD)			Atlanta, GA			
Under Sec. Haas (USDA)	Takoma Park, MD					9/19 Springfield, IL
						9/18-29 Regional Events
Under Sec. Long (USDA)		Decatur, IL	Charlton, IA			
			Des Moines, IA			
Under Sec. Stauber (USDA)	Lansing, MI					
Asst. Sec. Townsend (USDA)		MN	Ft. Collins, CO	Denver, CO		
Asst. Under Sec. Campbell (USDA)						Northern VA
Dept. Sec. Glynn (DOL)					Boston, MA	
Asst. Sec. Anderson (DOL)		New York City, NY	Baltimore, MD ?	Baltimore, MD ?		
		Baltimore, MD ?				
Sec. Rep. James (DOL)						New York City, NY
Sec. Rep. Halpin-Murphy (DOL)						Philadelphia, PA
Sec. Rep. Sawyer (DOL)						San Francisco, CA
Sec. Rep. Cantu (DOL)						San Antonio, TX
Dep. Sec. Broadnax (HHS)	San Francisco, CA					
Asst. Sec. Bane (HHS)		Wilmington, DE				
Asst. Sec. Golden (HHS)	Denver, CO	Denver, CO				
Asst. Sec. Lee (HHS)	Seattle, WA					
Act. Asst. Sec. Edelman (HHS)						Washington, DC
Reg. Dir. Greene (HHS)						Westchester, NY
Dep. Sec. Robinson (HUD)				Durham, NC		
Asst. Sec. Cuomo (HUD)			Stony Brook, NY			
Asst. Sec. Stegman (HUD)			Chicago, IL	Chicago, IL		
Sec. Rep. Crane (HUD)			U. of New Hamp.	Springfield, MA		
Sec. Rep. Hernandez (HUD)					Denver, CO	MT
Adm. Molitoris (DOT)			Wilmington, DE ?	Wilmington, DE ?		9/7 Burlington, VT
Dep. Adm. Crunican (DOT)					Portland, OR	
Dir. Roque (DOT)						Arizona or Texas
Dep. Adm. Gutierrez (DOT)		Montgomery Co., MD				
Spc. Advisor Dozier (DOEd)	Punta Gorda, FL					
Asst. Sec. Longanecker (DOEd)						Boulder, CO
						Greeley, CO
Asst. Sec. Moreno (DOEd)	Houston, TX	Albuquerque, NM	Santa Fe, NM	El Paso, TX	Sunland, NM	
			Bernalillo, NM		Gadsden, NM	
			Albuquerque, NM			
Asst. Sec. Cantu (DOEd)	Atlanta, GA					
Asst. Sec. McCowan (DOEd)		Lawton, OK				
Asst. Sec. Payzant (DOEd)			Queens, NY			
Asst. Sec. Robinson (DOEd)		St. Louis Park, MN				
Asst. Sec. Winston (DOEd)	Philadelphia, PA					
Dir. Garcia (DOEd)		Arlington, VA				
Dir. LeTendre (DOEd)						Austin, TX
Sec. Rep. Mercado (DOEd)						New York Region
Dep. Sec. Rep. Parisi (DOEd)	New York City, NY					
Dir. Bowen (DVA)				Jonesboro, AR		
Asst. Sec. Jurado (DVA)					Tampa, FL	
Reg. Adm. Fox (EPA)						New Jersey
Dep. Dir. Lew (OMB)		Washington, DC				
Dep. Dir. Garcia (ONDCP)	Portland, OR					
Assoc. Dir. Ochi, (ONDCP)						9/7 Los Angeles, CA
Reg. Adm. Bettridge (SBA)						New York City, NY
Reg. Admin. Colon (SBA)						New York Region
Dir. Wilson (USIA)		Wichita, KS	Louisville, KY			
Dir. Frank (USIA)		North Brunswick, NJ				
Reg. Adm. Adler (GSA)						New York City, NY
Dep. Reg. Admin. Martin (GSA)						New York City, NY

Back To School

Cabinet Events Details

VP Al Gore: 9/11 Vice President Gore will be speaking at the **University of Pittsburgh.**

Sec. Rubin: 9/13 Sec. Rubin will address a high school in Atlanta., GA.

AG Reno: 9/14 AG Reno will visit an elementary school in Jacksonville, FL.

Sec. Glickman: 9/8 Manhattan, KS: Sec. Glickman will visit **Kansas State University** to give a Landon Lecture.
9/14: He will address faculty of the USDA Graduate School.

Sec. R. Brown: 9/13 Sec. Brown will visit **Mt. Vernon Elementary School** in Alexandria, VA, and will tour the school's computer center and see how the students are using the Internet to enhance studying.

Sec. Reich: 9/11 Sec. Reich will talk about adult learning back to school in dislocated worker grants announcements he will make at a GTE plant (Needham) and an Electric Boat plant (Providence).

Sec. Shalala: 9/12 Sec. Shalala will visit **Woodrow Wilson Senior High School** in Washington, DC and will release with Dir. Brown the 1994 Household Drug Survey.
9/13 She will teach a class at Marymount College in Arlington, VA.

Sec. Cisneros: 9/14 Sec. Cisneros will participate in the TCI Education Project Seminar at **Farmington High School** in Farmington, CT. While there, he will also tour the C-Span mobile classroom bus.

Sec. Pena: 9/14 Sec. Pena will visit **Cora Kelly Magnet School** in Alexandria,VA, his daughter's elementary school, and discuss school bus and bicycle safety.

Sec. Riley: 9/5 Event in Terre Haute, IN
9/8 Event in Baltimore, MD
9/11 Sec. Riley will visit **Greenville High School** in Greenville, SC, with his grandchildren, and will do Good Morning America there.
9/12 He will visit the **University of Missouri** in Columbia, MO.
9/13 He will visit an elementary school in Memphis, TN.
9/13-14, Cincinnati, OH: He will visit **Xavier College** in Cincinnati. During the week he will also visit Disney World in Orlando, FL.

Sec. J. Brown:	9/11 Sec. Brown will teach a service association class in Minneapolis/ St. Paul, MN.
Adm. Browner:	9/15 Adm. Browner will visit a school in Washington, DC.
Dir. Rivlin:	9/14 Dir. Rivlin will visit an elementary school in Washington, DC.
Chr. Stiglitz:	9/14 Chr. Stiglitz will read to children enrolled in LA's Best, an after-school latch-key kids program at **Grape Elementary School** in Los Angeles. 9/14 He will deliver a luncheon speech on education at the Los Angeles Town Hall. 9/15 He will breakfast with the California Business Roundtable (60 CEOs) and discuss education in San Francisco, CA. 9/15 He will visit **California State University** in Sacramento and teach an Economics Class and give a lecture on the importance of education to the economy in Sacramento, CA
Amb. Kantor:	9/12 Amb. Kantor will teach a World Economics/Trade class to 11-12 graders at **Wakefield High School** in Arlington, VA which will be seen the following week on CNN Newsroom Worldview (cable to 70,000 US classrooms).
Dir. Brown:	9/8 He will visit **Fowler High School** in Fresno, CA. 9/11 Dir. Brown will kick-off the No Drug Use Campaign in a news conference in the Indian Treaty Room with movie, TV, and sports celebrities. 9/13 He will participate in an event at **Mayfield Woods Middle School** in Elkridge, MD. 9/12 He will visit **Woodrow Wilson Senior High School** in Washington, DC and will release with Sec. Shalala the 1994 Household Drug Survey. 9/16 He will attend the Youth Summit in Rocky Mount, NC.
Adm. Lader:	9/12 Adm. Lader will be speaking at **Georgetown University**. 9/15 He will be visiting a high school in West Virginia.
Chr. Tyson:	9/12 Chr. Tyson will deliver an education speech at the Center for National Policy in Washington, DC.
Carol Rasco:	9/14 Ms. Rasco will visit **Bedford Stuyvesant School**, a program for at-risk children in Brooklyn, NY. 9/12 She will do a conference call with reporters. 9/13 She will do a radio interview.
Dir. King:	Dir. King will be at an event in Oakland, CA, next week

Adm. Johnson:	9/11 Adm. Johnson will host the President's Speech via downlink and teach an American Government and Economics Class at **William Hall High School** in Hartford, CT. 9/12 He will give a speech at **Temple University** in Philadelphia, PA.
Betsy Myers:	9/11 Ms. Myers will be interviewed at **Brockton High School** just outside of Boston, MA, by C-Span, WBET of Brockton and The Enterprise of Brockton. 9/14 She will particpate in a roundtable with teachers and students at the **Arts of Living High School** in Chicago, IL.

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Sub-Cabinet Events Details

Treasury

Dep. Sec. Summers or:
Dep. Asst. Sec. Glenn Roselli

9/14 Will be speaking at **Florida Central University**.

Defense

Sec. of the Army Togo West:

9/13 Sec. of Army West will be speaking at **Alonzo A. Crim High School** in Atlanta, GA, to a group of students who are in the JROTC Career Academy at the school.

Agriculture

Under Sec. Ellen Haas:

9/19 Springfield, IL: Under Sec. Haas will kick-off Team Nutrition Effort. She will also be doing 7 regional events across the US for the Team Nutrition Back to School Tour. During the week of 9/11, she will visit a Takoma Park, MD school to emphasize the role of schools, families, and communities in promoting good nutrition, health, and education.

Under Sec. Long:

9/13 Des Moines, IA
Under Sec. Long will being doing an event in Iowa.
She will also do events in Decatur, IL on 9/12 and in Chariton, IA on 9/13.

Under Sec. Carl Stauber:

9/11 Lansing, MI
Under Sec. Stauber will host the President's Speech via downlink at **Michigan State University** and will also do a teleconferencing event with MI Extension Community.

Asst. Sec. Townsend:

9/12 MN: Asst. Sec. Townsend will do an event in a Native American school.
9/13 Ft. Collins, CO
9/14 Denver, CO.

Asst. Under Sec. Campbell:	During the week of 9/11, Asst. Under Sec. Campbell will be doing the Northwest Virginia Distance Learning Event.
Labor	
Dep. Sec. Tom Glynn:	9/15 Dep. Sec. Glynn will visit a school in Boston, MA.
Asst. Sec. Bernard Anderson:	9/12 New York City, NY: Asst. Sec. Anderson will teach a class on corporate responsibility in the apparel industry at the **Fashion Institute of Technology.** 9/12, 13, or 14, Baltimore, MD: He will talk about the importance of workplace safety for students in workplace settings at a high quality vocational school.
Sec. Rep. Hulbert James:	Sec. Rep. James will be visiting a New York City, NY, school next week.
Sec. Rep. Patricia Halpin Murphy:	Sec. Rep. Halpin Murphy will be speaking at the University of Delaware next week.
Sec. Rep. Rick Sawyer:	Sec. Rep. Sawyer will be speaking at the University of California at Berkeley next week.
Sec. Rep. Jim Cantu:	Sec. Rep. Cantu will be speaking at the University of Texas at San Antonio next week.
Health and Human Services	
Dep. Sec. Walter Broadnax:	9/11 Dep. Sec. Broadnax will attend an event in San Francisco, CA.
Asst. Sec. Mary Jo Bane:	9/8 Asst. Sec. Bane will be interviewed by NBC News, which will air on 9/9, and will cover Head Start and the budget. 9/12 She will be interviewed by radio and print media sourcesin the Wilmington, DE, area regarding Head Start and other educational themes.
Asst. Sec. Olivia Golden:	9/11 and 9/12 Asst. Sec. Golden will be interviewed on Head Start in Denver, CO

Asst. Sec. Phil Lee:	9/11 Asst. Sec. Lee will be in Seattle, WA to speak at the **University of Washington.**
Act. Asst. Sec. Peter Edelman:	9/8 Asst. Sec. Edelman will address the National Symposium for College Newspaper Journalists at the National Press Club.
Reg. Dir. Alison Greene:	Reg. Dir. Greene will speak at a Westchester, NY, school next week.

Housing and Urban Development

Dep. Sec. Robinson:	9/14 Durham,NC: Dep. Sec. Robinson will participate at an event at **North Carolina Central University.**
Asst. Sec. Andrew Cuomo:	9/13 Asst. Sec. Cuomo will visit **SUNY, Stony Brook.**
Asst. Sec. Michael Stegman:	9/13 - 9/14 Chicago, IL Asst. Sec. Michael Stegman will visit the University of Illinois at Chicago.
Sec. Rep. Mary Lou Crane:	9/13 Sec. Rep. Crane will be speaking at the University of New Hampshire. 9/14 Sec. Rep Crane will be speaking at Mount Holyoke in Springfield, MA.
Sec. Rep. Tony Hernandez:	9/15 Sec. Rep. Hernandez will be speaking at **Baker Middle School** in Denver, CO, and will also participate in 5 other events in Montana and Colorado.

Department of Transportation

Adm. Jolene Molitoris:	9/7 Adm. Molitoris visited 5th graders at **Champlain Elementary School** in Burlington, VT. 9/14 or 9/13 Adm. Molitoris will visit an inner-city elementary school in Wilmington, DE.
Adm. Grace Crunican:	9/15 Adm. Crunican will visit a school in Portland, OR.

Dir. Margarita Rogue	Dir. Rogue will visit a university in either AZ or TX.
Dep. Adm. Ana Sol Gutierrez:	9/12 Dep. Adm. Ana Sol Gutierrez will speak at the Montgomery County, MD School Board meeting.
Education	
Spc. Advisor Terry Dozier:	9/11 Spc. Advisor Dozier will teach a Chinese class at the **Sally Jones Elementary School** in Punta Gorda, FL.
Asst. Sec. David Longanecker:	Asst. Sec. Longanecker will visit the **University of Colorado at Boulder**, and the **University of Northern Colorado** in Greeley.
Asst. Sec. Mario Moreno:	9/11 Asst. Sec. Moreno will visit **Katy Elementary School.** 9/11, Houston, TX. He will visit **Franklin Elementary School** and **Spring Woods High School,** and will speak on the effect of education cuts in SFAP on students at the **University of Houston.** 9/12, Albuquerque, NM: He will do a radio interview on education, breakfast with local law-makers, discuss education cuts at an Editorial Board Meeting, lunch with NM business leaders, visit **East San Jose Elementary School**, and deliver an education speech at a dinner reception. 9/13, Santa Fe, NM: He will visit the **Santa Fe Indian School** and meet with NM Tribal Governors to discuss education and Indian education cuts. He will visit the **Kaune Elementary School, and the Ortiz Middle School.** 9/13, Bernalillo, NM: He will discuss cuts in a Bernalillo Strategy Meeting. 9/13, Albuquerque, NM: He will speak about education cuts effects on students at the **University of New Mexico.** 9/14, El Paso, TX: He will meet UTEP President and campus leaders, followed by press availibility in the morning; in the afternoon, he will visit **Alamo Elementary School** and will

	later speak at the U.S./Mexico Symposium. 9/15 He will visit the **Riverside Elementary School**, and the **La Union Elementary School** in Sunland, NM. 9/15, He will visit the **Gadsden High School**, and speak at the Education Summit in Gadsden, NM.
Asst. Sec. Norma Cantu:	9/11 Asst. Sec. Cantu will address a school assembly at the **Mays High School** in Atlanta, GA.
Asst. Sec. Rod McCowan:	9/12 Asst. Sec. McCowan will visit with several groups of students at the **MacArthur High School** in Lawton, OK.
Asst. Sec. Tom Payzant:	9/13 Asst. Sec. Payzant will visit the **Bayside School** with Mattel President Jill Barad in Queens, NY.
Asst. Sec. Sharon Robinson:	9/12 Asst. Sec. Robinson will visit the **Aquila Elementary School**, followed by the St. Paul Public Library and will end at **Augsburg College** in St. Louis Park, MN.
Asst. Sec. Judy Winston:	9/11 Asst. Sec. Winston will visit the **Penn Treaty Middle School** in Philadelphia, PA.
Dir. Gene Garcia:	9/12 Dir. Garcia will visit the **Abingdon Elementary School** with Congressman Xavier Becerra in Arlington, VA.
Dir. Mary Jean LeTendre:	Dir. LeTendre will visit a school in Austin, TX
Sec. Rep. Santiago Mercado:	9/11 Sec. Rep. Mercado will host the President's Speech via downlink at an as of yet undetermined location next week
Dep. Sec. Rep. Pat Parisi:	9/11 Pat Parisi will host the President's Speech via downlink at the **Manhattan Community College** in New York City, NY.
<u>Department of Veterans Affairs</u>	
Dir. Jerry Bowen:	9/14 Dir. Bowen will visit **Arkansas State University's** ROTC Program in Jonesboro, AK.

Asst. Sec. Kathy Jurado:	9/15 Asst. Sec. Jurado will visit the **Academy of the Holy Names** in Tampa, FL.
Reg. Adm. Jeanne Fox:	Reg. Admin. Fox will speak at a school in New Jersey next week.
OMB	
Dep. Dir. Jack Lew:	9/12 Dep. Dir. Lew will speak at a school in Washington, DC.
ONDCP	
Dep. Dir. Fred Garcia:	9/11 Dep. Dir. Garcia will visit the **Family Unity Program** Portland, OR, which provides treatment to parents of enrolled students and includes family therapy and prevention activities.
Assoc. Dir. Rose Ochi:	9/7 Assoc. Dir. Ochi will talk with kids about DARE at the **Michael Torena Street School** in Los Angeles, CA.
SBA	
Reg. Admin. Bettridge:	Reg. Admin. Bettridge will be visiting a New York City school next week.
Reg. Advocate Lydia Colon:	Reg. Advocate will be visiting a New York City school next week.
USIA	
Dir. Douglas Wilson:	9/12 Dir. Wilson will be speaking at **Wichita State University** in Wichita, KS 9/13 He will be meeting with the Louisville Courier Journal Editorial Board where he will speak about education.
Dir. Andrew Frank:	9/12 Dir. Frank will teach three classes at his alma mater in North Brunswick, NJ (he will be joined during third period by the Mayor and other city officials); He will also go to a nearby grammar school and teach a sixth grade class.

GSA

Reg. Admin. Karen Adler:	Reg. Admin. Adler will visit a school in New York City, NY next week.
Dep. Reg. Admin. Robert Martin:	Dep. Reg. Admin. Martin will visit a school in New York City, NY, next week.

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