

**NLWJC - Kagan**

**DPC - Box 014 - Folder 008**

**DPC [Domestic Policy Council] -  
Staff Memos**

## **Molly Brostrom**

Molly had three main issues: (1) Housing and Homelessness; (2) Veterans; and (3) Seniors/Aging. This is probably a portfolio that will get abandoned in a revamped DPC, but here are the key pieces for following through:

### Housing/Homelessness

The DPC is responsible for the Interagency Council on the Homeless. The Council was, till 1993, an independent entity with its own funding, designed to ensure interagency coordination and cooperation on homeless issues. When Congress defunded and sunsetted (?) the ICH, we re-created it as a working group of the DPC. This was greatly appreciated by advocates and other agencies. Sec. Cisneros agreed to keep funding it. However, it never really regained its functions, independence, or stature. Molly continues to be the liaison to it, and it continues to meet as a working group at a staff level. Our various efforts to involve either Secretaries or Assistant Secretaries were not fruitful and did not produce any results.

We did succeed in forcing interagency funding of the first-ever National Study of the Characteristics and Needs of the Homeless. The survey is being conducted by the Census Bureau, and should be available soon. Someone should stay on top of this to be sure it does not get buried. The one controversial issue is whether you can derive a count of the homeless from the survey methodology.

*Housing Policy* DPC has provided a point of entry for housing and homeless advocates to the White House. Through meetings with us, they have felt that at least somebody at the White House was aware of and pressing their concerns with various HUD and OMB proposals. We have had some success in ensuring better communication between the advocates and HUD and OMB. We have *not* however played any role in the actual development of housing policy. This is a policy area which has received less than its fair share of attention from the White House - and where there are significant issues ranging from affordability of housing for low-income working families to the long-term financial stability of the federally-financed housing stock. I don't think the DPC should abandon this issue. I would recommend maintaining this as a part of someone's issue portfolio. ✓

### Veterans

The DPC, together with Cabinet Affairs and Public Liaison, started the Interagency Veterans Policy Group in 1994. This represented the first time that the White House had ever pulled together agencies beyond VA to address veterans concerns. We have met several times with the veterans groups, and they seem to appreciate the effort as well. This is definitely an effort that Cabinet Affairs and Public Liaison could

continue, and that we could send someone to without playing a coordinating role. There is no question that meetings have to take place early in the New Year to ensure that this continues. It has been a while since there were meetings.

### Seniors/Aging

The DPC's role in Social Security and other aging issues has been minimal. I assume that any effort to address Social Security will be led by the NEC. Whether to press for a role for DPC is a strategic call for the new DPC leadership.

### **Dennis Burke/Leanne Shimabakuro**

#### Zero Tolerance

This issue is basically done. To quickly summarize, the President endorsed the notion that all states should have laws that forbid people under 21 from driving with any alcohol in their blood. He called for license revocation for all minors caught in violation of this standard. Congress acted and passed such legislation. DOT has issued regs and most states have adopted such laws. We've milked this for about all it's worth. If we never need anything else on this, the person to call at DOT is Phil Recht, 366-2775.

#### Drugs and Driving

Leanne and Dennis have been working with the interagency group developing the report on this topic requested by the President. The report is due in early January, and there should be plenty of follow-up on the topic including potential further Presidential action.

Files: Passed on to Leanne.

DOT/ONDLP w/ Juvonca/HHS

### **Mike Cohen**

While I was involved in education issues fairly closely for a while, since Mike's arrival, I have been less involved. It is critical for the new Deputy to decide early on whether this is an area they want to focus on, and then deal with the division of responsibility on this issue with the other White House offices.

Two issues I want to flag that I was involved in that perhaps others in the White House did not follow as closely:

### Parental Rights and Responsibilities

This bill never went anywhere in Congress in 96, although it was up for consideration in a number of states. The concept was defeated by referendum in Colorado. It is not clear whether the Right will continue to press this idea or if they will reconsider in light of its failure to move.

The approach we had decided to take to respond if it did move was to have the Dept of Education issue a manual – along the lines of the religious liberty guidance – that would demonstrate how much involvement parents could already have under current law – thereby saying that federal legislation was unnecessary. At the Department of Education, Kevin Sullivan and Terry Peterson have been the point people.

### Community Schools

The only other issue that I have been engaged in in some significant way is community schools. The idea is keeping schools open in the mornings, evenings, weekends, summers, etc. to provide kids and adults a place to go for all sorts of activities -- answering a number of critical concerns from communities ranging from child care, to tutoring, to adult education. There had been some work in the late summer around a possible Presidential event, and there continues to be interest from Rahm Emanuel.

There may be money in the budget, and there is a manual the Dept of Education could release.

### Other Education Related Issues

The DPC should remain actively involved obviously in education issues. Among the more important things coming up in the next year:

- o *Workforce Reform* -- The next go-round on the consolidation of education and training programs needs to be better coordinated with the thinking on welfare reform. The DPC should help to ensure that this conversation is more integral to the broader discussions of local flexibility, community based services and economic development. The task force developing this proposal has tended to be somewhat isolated in the employment training world.

Files: Passed on to Mike Cohen.

- Paul Diamond  
- Barry Weiss  
- Ken Apfel  
- Did legislatively  
- 153 training programs

**Diana Fortuna**

Welfare Implementation

- welfare reform implementation -  
needs be put in charge.  
- needs a lawyer. assigned  
to this.  
- open door to Bruce. -

Disability Policy

In 1994, the DPC and OMB created the National Disability Policy Review to take a comprehensive, interagency look at policies affecting people with disabilities. The Review set up four working groups: children, transition to adulthood, work, and federal accommodations. Diana has been managing the project since 1995. The children's piece has ended up being mostly a discussion of the appropriate standard for determining childhood disability. *Chaired by Revlon/Carol -*

**Lyn Hogan**

Choice

*Partial Birth Abortion* -- This issue is very likely to come up again early in the new Congress. DPC had been very active in this issue, raising to the forefront in the White House early. Our central role was a little taken over by others (Todd Stern, Betsy Myers, Elena Kagan), but I recommend DPC being centrally involved in helping to craft a proposal with the Hill to move the President's agenda on this issue forward. Lyn (and others?) may want to call a meeting early in January to establish our agenda and coordinate administration efforts.

*RU-486* -- Although FDA approval is nearly complete, I understand that the manufacturer that the Population Council had lined up has run into financial difficulties. We should probably look into this early in the new year and see what next steps HHS is planning if that is the case.

Files: Passed on to Lyn Hogan.

International Family Planning

Lyn and I have been coordinating closely with Martha Foley the preparation of a Presidential finding to Congress concerning funding for international family planning.

*The finding is due February 1.* This is an interagency effort involving State, AID, NSC, OMB, DPC and other White House offices. Lyn and Martha need to bring closure to this work in early January.

Files: Passed on to Lyn Hogan.

- oppoors
- FMLA
- choice
- domestic violence
- child care
- family planning

Women's Issues Generally

Some serious thought should be given to the DPC's role in women's issues. The Women's Office would very much like to take on a "policy" role with someone on staff there to work on women's policy issues. I believe that that role should be within the policy council staff, and that the present role that Lyn plays -- and before that Debbie Fine and Karen Guss -- as liaison to the women's office should be continued. There needs to be some serious discussion once the transition is over between DPC and Betsy Myers about the roles of the two offices.

Child Welfare

There is a great deal of work to be done in this area in 1997. Lyn has prepared an excellent outline of a policy agenda that includes legislative, administrative, and p.r. components. This agenda needs to be coordinated with HHS, the First Lady's office and with bipartisan leaders on the Hill.

Next Steps: In early January, DPC should convene a series of strategy meetings to coordinate policy and legislative strategy. HHS has 60 days to report back on steps it recommends taking including legislative changes. Note: In my personal opinion, the most critical element of this plan and the one that will require some pushing from DPC of both OMB and HHS is the issue of subsidized guardianship. This needs to be a priority of the next DPC Deputy because it will take some heavy lifting.

Files: Passed on to Lyn Hogan.

Teen Pregnancy

We have had activity in three areas in teen pregnancy:

National Campaign -- The President called for a National Campaign and a national organization has in fact been started. DPC needs to work closely with the campaign to first of all stay informed of its activities but more importantly to find ways for the President to work with them to help build the Campaign -- events, etc.

Dr. Foster -- DPC coordinated Dr. Foster's appointment as a Senior Advisor on Teen Pregnancy. We are his point of contact with the House and someone (Lyn and Bruce?) should sit down with him to think about his role in the coming year.

By deal  
 Key mtg.  
 Strategy mtg.  
 w/HHS, OMB, FLOODS  
 US  
 Hill -Ds and R's  
 DeWine, Rockefeller  
 (Bartner paper)  
 HHS will go their  
 own way without us.

*Ann Roswater*

**Administration Activity** -- The administration is required to submit a report to Congress on its plan to reduce teen pregnancy in January. There is clearly more the administration could be doing directly in this area, and some thought some be put into what that is around the development of this Plan. Lyn has a great deal of information that was gathered last year to document the range of administration activities around this issue.

**Jeanine Smartt**

Partnerships for Stronger Families

This DPC-led initiative was designed to provide an interagency forum for discussing administrative ways to improve coordinating across agencies to serve children, families and communities. Jeanine has been our lead staff person and is familiar with at least the last six months of history. Jeanne Jehl at IEL has also been actively involved in this effort since its inception, as have various NPR and VP staff. The effort really dates back to a June 1994 conference which brought to DC a collection of model local programs from around the country who were providing integrated, comprehensive services to discuss the barriers they faced in dealing with the federal government.

The effort was structured around five action teams, and the following summarizes key next steps for each:

- Each chaired by an Asst. Secy. - Stearns Com.*
1. **Results** -- The first organizing principle of these efforts is that they have to measure outcomes in broad terms, looking at outcomes that don't necessarily measure narrow programmatic facts. So we decided that there was a need for a broad set of national indicators of child and family well-being that would equate with the Index of Leading Economic Indicators for the economic world. An interagency group developed the indicators -- and now we need to release them.

*Ann Roswater*

**Important Next Step:** HHS owes us a memo, which could easily be drafted by WH staff if they do not produce, that lays out for the President the proposal and will hopefully ask whether he would like this to be a high-profile roll-out. Elaine Kamarck is a major proponent of including this in the State of the Union.

- \* Follow-up*
2. **Information Dissemination** -- One of the major accomplishments of the Partnerships project was the creation of a single web page (family.gov) that can be used to access a whole range of information across the government about programs and resources for children and families. There is a lot of creative work that can be done to build on this next year.

*Important Next Step:* NPR is trying to figure out how to get a staff person who will worry about maintaining the web page. Jeanine and the DPC should continue the action team and expand its mission to further explore the possible ways to technologically link many of the people doing family and children services at the local level. — *1,500 / services*

3. *Technical Assistance* -- This action team was working on a demonstration of a model for providing more community-driven technical assistance. Elaine is leaning toward a different approach which would look at reforming the procurement process. *Tens of millions of dollars - what percent of total FA allocation?*
4. *Financing Flexibility* -- Categorical funding programs continue to be the bane of service providers at the local level. My recommendation in this area is the creation of a group to develop a legislative initiative outlined below.
5. *Promoting Partnerships* -- The work in this group focussed primarily on the structure of federal efforts to better relate to state and local governments. The CEB and NPR are both developing proposals in this area, and this group was focussed on attempting to bring these two efforts together. That was not possible, but the Partnerships effort can still provide a forum for ensuring communication across the various efforts.

### Flexibility Legislation

Within Jeanine's portfolio, and specifically as part of the Partnerships Project, one of the most significant and difficult issues to be addressed is financing flexibility. Specifically, for children and family services, for youth, for communities, the array of specific categorical federal programs remains overwhelming. Last term, there were two initiatives important to this area:

- (1) "Local Flex" legislation would have provided a broad flexibility for combining dollars and getting waivers from the entire spectrum of federal programs. Known as the Hatfield bill, this proposal ultimately died, in my opinion, because it tried to take on too much and generated too much opposition;
- (2) The Youth Development Block Grant, pushed primarily by Sen. Kassebaum, but also significantly by ALL the national youth services organizations such as Boys and Girls Clubs, YMCA, etc. This bill did not succeed because it initially tried to incorporate too many politically untouchable items like Safe and Drug Free Schools and Summer Youth Employment. Once those were taken out, there was no money left.

*Handwritten:*  
~~...~~  
- Kamowitz

*Handwritten:*  
Rep-Hoye  
will pursue

There is a lot of interest in pursuing a flexibility approach that combines the best elements of these two proposals -- perhaps into some form of "Family Flex" or "Youth Flex" legislation. This would limit the range of programs covered by Local Flex and not threaten the existence of particular programs the way a block grant does.

*Paul  
Prefers  
Local  
flex*

**Next Steps:** NPR and DPC, working closely with OMB, should convene a working group as soon as possible in the new year, to develop a legislative proposal in this area. Among the interested players: John Koskinnen/Jonathan Breul (OMB), Elaine Kamarck/Nancy Hoit (OVP/NPR), the outside groups that formed the YDBG coalition, Rep. Hoyer staff.

**Files:** Passed on to Jeanine Smartt.

### Children's Research Initiative

The Office of Science and Technology Policy (OSTP) has worked over the past year to put together a report that (1) tries to summarize all of the dollars being spent and efforts being made to do research on children within the federal government and (2) makes the case that there needs to be a stronger linkage between research and policy-making within the federal government.

OSTP has felt it critical to have DPC involved in the effort because of that research-policy link. Jeanine, Jeanne Jehl, and I have all attended various meetings and reviewed various drafts of the report. The report is nearly done, although I have neither reviewed nor approved a final draft. The last contact I had with the group was that they wanted to brief Carol and Jack on the final report. I recommended to Carol and Jill that this be scheduled, but I have not heard anything since. Jeanine has been in touch with the committee putting this together and has helped write various sections.

I believe this is an important effort from a federal policy perspective. There should be a regular way for significant research findings to be brought to the attention of key administration policy makers. A regular DPC meeting would be one such format. A portion of each meeting could be devoted to the presentation of some significant new research finding from one or another of the agencies on the DPC. This is, of course, up to those who run the DPC in the future and how they wish to use interagency meetings.

**Files:** Jeanine has all relevant information.

### Connecticut Memorandum of Understanding

In early 1996, the Vice President, Secs Cisneros and Browner, and Carol Rasco signed a memorandum of understanding with the State of Connecticut which relates to the

state's program of Neighborhood Revitalization Zones. Much like the Oregon Option, this program is designed to provide federal assistance in helping the state overcome any barriers on the federal government's side in achieving results communities are working towards - particularly in environmental and housing areas. The agreement incorporated the VP's notion of a single point of contact - a HUD employee named Ray Jordan - who the state was supposed to be able to turn to to deal with any issues that arose.

There has been little federal follow-through as neither HUD nor NPR really felt they fully owned the project. So in August, I went to Connecticut and convened a federal workgroup - mostly regional agency folks to meet with Ray and with the state folks. I have been the state's primary point of contact, and Molly had worked with them as well. I think it would be important for Jeanine to continue being in touch with them and for the DPC to ensure that someone is following through on the implementation of this agreement. I don't want it to turn into an embarrassment for the federal government for failing to follow through.

Who's in charge of implementing this?  
CED/NPR

Family Friendly Workplace

The Domestic Policy Council along with NPR is receiving reports from all federal agencies on their efforts to comply with the President's memorandum on this topic. Jeanine has been working with Lisa Mallory on this project. There was a federal implementation group led by Faith Wohl out of GSA, which was to take the lead following the VP's Family Reunion last July. I do not know whether further work is required.

Follow up

Fatherhood Initiative

Another project, very similar in background, is the Fatherhood Initiative. Also sparked by a VP Family Reunion and also involving a Presidential Memorandum with NPR/DPC follow-up, Jeanine has been the point person on this project as well. Again, it is unclear what further work DPC needs to do here.

Follow up

AIDS Office

1. First order of business is obviously personnel and structure. I would recommend that the "office" be folded into the staff of the DPC and moved to the OEOB. The Director and Deputy along with a support person should be the entire office and they should be fully integrated into the working of the White House staff. The office never can be a fully independent power like the drug office. I would strongly recommend that Richard Sorian be considered for the Deputy spot as a detailee. He would provide much needed continuity and institutional history. If he could be brought over as a

Ray Clark  
Paul Richards  
(Former Pers Staff  
Sec but now  
detailee of EEOC)  
Annex on Staff  
Marilyn Scott  
Richard Sorian - AIDS

?

detailee, he would be able to keep his salary and would be interested.

2. *Community mandated - Report*  
**Needle Exchange** -- This issue was not addressed squarely during the first term. It is the single highest priority of the AIDS community and the Advisory Council. If we are to address it, it should be early in the second term. Some serious thought needs to be given to this.

3. **Other Issues/National Strategy** -- I won't provide a complete rundown on all the many issues facing the AIDS office. I hope that Patsy and Jeff will leave detailed and orderly transition memos. The new Director and Deputy should take the Strategy and the Council's recommendations and develop an orderly implementation plan that drives their work for 1997. The groundwork has been laid for the work that needs to be done -- implementation is now the key.

Files: Archived.

**Steve Warnath**

Immigration/Welfare

The primary work I am doing with Steve right now centers on implementation of the new bills -- both welfare and immigration. There are a series of difficult issues that relate to immigration that need to be settled quickly. Steve and Diana are aware of all of them. It is probably important for someone of higher rank than them to start to play a role in the implementation process -- preferably a new Deputy soon and/or Bruce. There should be some quick conversations with them about the support that they do or do not need.

Among the immediate products:

- interim guidance from the Department of Justice on verification of citizenship status should be issued by the end of the year.
- the INS is supposed to issue a reg that relates to waiving certain naturalizations requirements for individuals with disability. Again promised by the end of the year. Diana is tracking this too.
- the new affidavit of sponsorship should be completed by the end of the year.
- the definition of means tested benefits needs to be settled.

- *market program only*  
- *Honey*

*Not well worded.*

Other Immigration

I have been less involved with the other aspects of Steve's immigration work. We do hold a weekly - biweekly immigration meeting which I would recommend continuing. There are significant issues relating to legal immigration restrictions that could come up in 1997 as well as ongoing work relating to worksite enforcement and verification demonstration programs. I would strongly recommend the new Deputy or Director getting involved to ensure DPC continuity in these issues.

*- Legal Affairs -  
- Suzanne Valdez -  
- Dennis Meisner -  
- Don -  
- Mentions on  
- process -  
- Rabner goes  
- occasionally -*

Other Legal/Civil Rights Issues

Steve has attended meetings and been part of work groups on issues ranging from Affirmative Action to English Only. The DPC has not been a central player in any of these issues.

I had minimal involvement in the work of **Chris Jennings, Sandy Bublick-Max, Pauline Abernathy/Jennifer Klein, Dennis Burke, Paul Weinstein and Diane Regas.**

*Education*

The only issue that I flag here is that the First Lady's staff (Pauline/Jen and Nicole Rabner) are very involved in child welfare and some of the women's issues. Lyn will need some help in ensuring that the DPC remains the central player on this issues, if that is what the DPC wants!

*- Funded position in FLOTUS office -*

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:32pm

TO: Carol H. Rasco

FROM: Pauline M. Abernathy  
National Economic Council

CC: Jeremy D. Benami  
Elizabeth E. Drye

SUBJECT: Input on DPC

Having been with the DPC for all of one week, here are my comments per Elizabeth and Jeremy's request this morning.

My job: looking out for the President's interests in health care policy, coordinating policy development and implementation, and defending and promoting the President's record and proposals.

DPC functions: DPC does a great job sharing information internally (e.g. from the senior staff meeting, your being on email!).

People said the DPC has not called many principals meetings of late. I think the NEC has had a very positive experience calling NEC principal meetings on an as needed basis. Often, only a subset of the principals come to focus on 1-3 issues that need resolving. A decision is either made at the NEC meeting and/or it enables the NEC to draft a decision memo to the President that reflects the principals' views.

DPC and NEC staff could work more closely. An easy first step is to make sure that staff lists with issue areas are distributed to DPC and NEC staff, and I think Elizabeth is going to talk with Tom O about this.

I hope this is helpful.

EXECUTIVE OFFICE OF THE PRESIDENT

20-Nov-1996 06:23pm

TO: Carol H. Rasco  
FROM: Molly Brostrom  
Domestic Policy Council  
CC: Jeremy D. Benami  
Elizabeth E. Drye  
SUBJECT: brainstorming on my job

1. To work with agencies on issues, programs, initiatives that are important to President's domestic policy (in veterans, housing/homelessness, and seniors) agenda. As necessary, monitor, help move forward/put brakes on, and help address constituency concerns with these issues/programs/initiatives. Understand and articulate this agenda for briefing and communication purposes.

2. Greater coordination between White House offices and agencies -- team framework, with clear understanding of each offices role.

3. DPC improvements:

-Internally: Greater feedback, discussion of policy issues

-Within White House: Greater teamwork, with clearer understanding of each office's role.

-Outside groups: Varies with OPL staff person, but knowledge of outside groups issues/concerns is critical -- must be good communication between OPL and policy offices (and not just on crisis issues).

hope this helps!

EXECUTIVE OFFICE OF THE PRESIDENT

20-Nov-1996 06:23pm

TO: Carol H. Rasco

FROM: Sandra L. Bublick-Max  
Domestic Policy Council

SUBJECT: dpc

Carol,

Thanks for giving me a chance to comment on my role in the DPC and how to improve the DPC. Although I haven't been here long, I do feel that I have a good sense of how things work (and don't work) around here.

First, you asked for 3 phrases to describe my job. Primarily, I perceive my role in the DPC as helping Chris to do his job better by:

- 1) maintaining an organized, professional office;
- 2) facilitating communication between Chris and federal agencies, providers, and the public (e.g., Chris receives so many calls that it is nearly impossible for him to get through them all in a prompt manner. I often handle numerous requests and concerns more quickly, which ultimately makes people happier because they can get information when they need it); and
- 3) drafting memos and talking points.

If I could redesign my job, I would do the following to build the perception that I was more than just a secretary:

- 1) give myself a specific issue(s) of my own (because I am perceived only as Chris' assistant, people often treat me as if I have no knowledge of health care or government when, in fact, I have quite a bit of experience and two master's degrees).

Finally, I would like to respond to your question about how the DPC could better function. Personally, I have never looked to restructuring as a solution for organizational problems. Problems exist in all sorts of structures--I believe the best organizations learn how to overcome their structural shortcomings so they can get their work done and feel good about it.

I think the structural challenges that face the DPC in its current structure are: (1) struggle for authority with other White House offices, (2) lack of recognition from federal agencies, providers, and the public, and (3) lack of cohesion within the DPC. As a result, I believe the DPC has reduced

power in decision-making, poor communication and a lack of teamwork.

To improve the DPC I would focus on increasing communication inside and outside the White House and building DPC stature with outside groups to foster more responsibility and confidence in DPC staff. In particular, I recommend the following:

- 1) Work as a team with other DPC staff. (e.g., build on the morning meeting by bringing in speakers once a month to talk to the group, have rap sessions on pending topics, social events--anything to help people get to know each other and care about each other)
- 2) Work closely with other White House staff. (e.g., this may need to be done more formally at first, but hopefully people would get used to working together and including the appropriate people so that it becomes routine).
- 3) Set up monthly meetings with Department staff to bring them into the loop. Not only do the Department's appreciate knowing what's going on and what the agenda is, but they actually do a better job for us because of it.
- 4) Put out a newsletter/fact sheets/talking points for Departments and outside interest groups. Providing regular information to our customers on issues they care about may raise DPC name recognition in the community.
- 5) Training (and orientation) is essential. When you have the tools to do your job and know what is expected of you, the results are usually good.

Well, these are my thoughts. I hope that you will find them useful.

--Sandy

I think one of the biggest disappointments is that there is little grooming of staff here. With all of the interesting people here, I am surprised that we don't have more informal brown bags, work together more, really

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:35pm

TO: Carol H. Rasco  
FROM: Lyndell Hogan  
Domestic Policy Council  
CC: Jeremy D. Benami  
CC: Elizabeth E. Drye  
SUBJECT: DPC organization

Carol,

Following are some brief comments on my job description and the organization of the DPC.

My issues areas are: women's issues (primarily choice, reproductive health, domestic violence, women and the labor market, microenterprise); teen pregnancy prevention (Dr. Foster, National Campaign, new initiatives); child welfare; and, welfare-to-work.

I see my job as four-pronged: first, I offer policy assistance and staffing to you as needed in my areas of expertise; second, I am the White House liaison to the agencies and offices on the issues with which I deal, carrying information requests back and forth, keeping them up to date and they me, offering policy assistance as needed, etc.; third, I am a generator of new policy ideas/proposals; and, finally, I am an enforcer/implementator with the agencies ensuring deadlines are met, projects and promises carried out, etc.

I believe these are the four main functions I carry out on a daily basis. Of course, there are other functions I serve, such as a liaison to internal White House offices and to outside groups, but I don't think of these as my major functions. I think my job is pretty clear and works well so I won't suggest any changes.

As to DPC organization, I believe internally it is terrific. Staff are very well managed and happy, communication lines are VERY open, guidance is good, staff works together well -- I don't have any complaints or issues here.

As to DPC organization within the White House, I think there is one major problem area: The lines between DPC and NEC are very unclear as is issue delineation. I think the relationship between the two is very counterproductive. Functions are repetitive, there are no clear lines of communication, and there is no clear delineation of responsibilities. One way to solve this is to create issue teams. For instance, every issue would be covered by DPC and NEC (and OMB hopefully), however the NEC person would be responsible for determining the economic analysis/economic viability of a proposal, while the DPC person would

be responsible for the policy analysis outside of economic issues, and the OMB person for breaking out the cost. That way, every issue ALWAYS has this three-pronged analysis. Just an idea.

Hope you're enjoying your time at home!

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EXECUTIVE OFFICE OF THE PRESIDE  
EXECUTIVE OFFICE OF THE PRESIDE

20-Nov-1996 06:30pm

TO: Carol H. Rasco  
FROM: Jeanine D. Smartt  
Domestic Policy Council  
CC: Jeremy D. Benami  
CC: Elizabeth E. Drye  
SUBJECT: JDS Submission

I. My Role

To serve a coordinating function between a variety of White House led interagency groups that focus on children and families. (ie. President's Crime Prevention Council, Community Empowerment Board and OSTP's Children's Initiative)

To broker relationships with federal agencies that are focused on improving the delivery of programs and services to communities .

To provide staff support to the Assistant to the President for Domestic Policy and the Deputy Assistant when requested.

II. My Vision

Given the opportunity I would re-structure my position in the following ways:

A) Clarify issue areas and responsibilities within those areas, particularly to the agency and other White House offices involved. For example, with Head Start as an issue area, it would be made clear to the Head Start Bureau that I was a contact and a resource for them. They, in turn, would include me - on some level - in activities, upcoming events, and policy discussions.

B) Play a strategic role in convening outside groups, on a regular basis, with other White House offices and appropriate agency staff around children and family issues. Meetings would be structured around a workplan focused on improving delivery of federal services to communities.

C) Work closer on specific legislative issues as they relate to children and family issues.

III. The DPC

A) The DPC staff communicates better than any office structure I have ever seen. The Monday meetings coupled with the 9:30am calls are essential to that communication. However, in regards

to the wide area that is children and family related, I think there should be smaller, more in-depth meetings on those issues, ie. adoption, teen pregnancy, welfare reform. Although the staff meeting and weeklies are great to know things are happening - it is not always clear how all of these activities are linked or how they could be linked.

B) All White House offices should be able to loosely break down their staff by common issue area clusters. Those cluster should meet regularly to - at the very least - establish who the players are in each office on each of these issues. DPC could act on behalf of the President and convene these meetings and make sure that at any given time there are up-to-date lists of each issue area cluster. My vision is that these clusters are implementing a "signed-off" workplan in each issue area.

C) As discussed in "My Vision" above, I think that the DPC should be the convener of regular meetings of outside groups. Not in a reactionary way to problems, but in a way that folds a variety of groups in a very meaningful way into the policy process.

D) same as 'C'.

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

31-Oct-1996 12:50pm

TO:            Evelyn S. Lieberman

FROM:          Carol H. Rasco  
                Domestic Policy Council

CC:            Jeremy D. Benami  
CC:            Elizabeth E. Drye

SUBJECT:      AIDS office

As you are I assume aware, the AIDS office is part of the Domestic Policy Council staff. They are carried on our rolls, and there are two positions : Director (who is a Special Assistant to the President) and Deputy Director.

Patsy Fleming, the Director, and Jeff Levi, Deputy, are both leaving. Jeff will leave as of Dec. 1. Patsy has planned to leave as of the end of the year but is willing to stay/leave as we need her depending on when we can have a new director on board. She will need for sure to be here through the next Advisory Council meeting Dec. 16 and 17. I have asked Patsy in particular to keep somewhat quiet about her departure as I know from previous experience the announcement of a vacancy in that position opens floodgates somewhat unlike anything I've known.

I have also asked Patsy not to fill the deputy slot nor do any interviewing as that should be left to a new director. I have in the meantime asked her to submit names to me she would recommend as candidates for the Director's position.

I have further asked Jeremy and Elizabeth to talk individually with Patsy and with Jeff to discuss any ideas on the restructuring of the office.

I would appreciate any guidance you wish to give on how we begin to think about filling the position. We have gained a lot of ground in the area of AIDS and will have heightened awareness again in Dec. when World AIDS Day occurs (12/1) as well as the Council's quarterly meeting. My personal recommendation is that if it fits at all with other transition plans we should try to have a director ready to introduce at the Council meeting Dec. 16. If that is not feasible we should at a minimum be prepared to announce a timeline at the time of the Council meeting. Even if Patsy did not announce her departure prior to the Council meeting they will be clamoring to know when a new deputy will be named as the Council is full of STRONG advocates. It would definitely be a

serious mistake to leave the matter hanging past the Inaugural. If the deputy position is vacant very long we will begin to feel serious pressure from the AIDS activists' groups; and since there are only two full time positions in that office Patsy alone will have difficulty keeping up the pace.

HISTORY of hiring practices: During the long search for our first AIDS director Phil Lee of HHS and myself interviewed candidates and after being turned down by one or two first choices we submitted two names to Bruce Lindsey, then serving as head of Presidential Personnel. Christine Gebbie, Phil's and my second choice was accepted by White House. When she left, Phil Lader and I interviewed several people and because it was taking a while to find someone, Patsy was named as interim (she was at HHS at the time), and she stated then she was not interested in the position. She and I then began a process of interviewing candidates and toward the end she indicated she would be interested and all parties at HHS and White House agreed she should be asked her to stay. She hired Jeff Levi.

They will both be real losses, they have done a terrific job.

Please advise, thank you.

EXECUTIVE OFFICE OF THE PRESIDENT

21-Nov-1996 02:10pm

TO: Carol H. Rasco  
FROM: Patsy Fleming  
AIDS Policy Council  
CC: Elizabeth E. Drye  
SUBJECT: DPC questions

1) My job is to monitor and influence AIDS policy throughout the Administration to reflect the President's views and goals for the Federal response to the epidemic. One important role is to influence the President's budget requests and to lobby for that budget. I also keep the President informed on AIDS, and am the link between the community and the White House. I have a public role -- speaking to conferences; visiting programs and community-based organizations; and appearing in the news media.

2) I believe my job has been designed by me, for the most part. It conforms to my strengths. I have very good staff so that as a team we perform very well, against some odds. This job can be what the person in it makes of it. That's why it is useful to have some government experience.

I would, if I had the power, increase the staff from two White House positions (mine and my deputy's) to at least five. It has been extremely difficult to function under these conditions -- begging for staff from the agencies.

3) The DPC can better function by better relating to the departments and agencies. I believe teamwork and coordination can lead to the best results. I believe the DPC functions pretty well internally and with other WH divisions -- but then I am not as intimately involved with the DPC as others are.

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E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E

20-Nov-1996 10:34am

TO:            Carol H. Rasco

FROM:          Jeffrey Levi  
               AIDS Policy Council

CC:            Jeremy D. Benami  
CC:            Elizabeth E. Drye

SUBJECT:      Structural thoughts

Carol--

This may be a lot more than you asked for, based on this morning's staff meeting. But this is relevant to the discussion, and is something that I was preparing to leave with you as some thoughts about the AIDS office when I leave next week.

A few caveats: these are my opinions, I have not discussed this with anyone else in this office; my guess is that Patsy would disagree with some of the assumptions here. This is also an attempt to be honest about what we have accomplished and what we haven't -- without casting judgment on anyone involved. (I should also note that from the beginning, within the community, I argued against the notion of an "AIDS Czar" -- with all the trappings that implies; my view remains the same and this reflects that view.)

In its current incarnation, this office has five roles: (1) serving as a community liaison -- a lightning rod for the community's concerns and being visible within the community (which is different from the bully pulpit role mentioned below); (2) assuring adequate attention to HIV in the budgetary process; (3) assuring appropriate policy responses; (4) attending to the Advisory Council; and (5) serving as a "bully pulpit" to raise the country's awareness about HIV/AIDS and to demonstrate to the general public the Administration's special commitment to this issue. (Note: this last item may not have been our view, but it was a clear expectation of the community that keeps recurring when it is critical of our office.)

I think we have been largely successful in all but the last area. The community's expectation of the bully pulpit role was never achievable -- either having what they consider to be a major personality capable of commanding media attention on his/her own, or having the President be more involved on a routine basis with this issue. I think the community has learned from the first

term the value of the substance of what this office does -- and as they respond to a search for new leadership there will be a variety of viewpoints about what this office should look like (from wanting the functional equivalent -- including all the staff -- of the Drug Czar -- to a more modest (and appropriate) policy operation).

I think there are at least three options for how to structure this office in a second term:

(1) Increase the prominence of the director. This would essentially retain the current structure, but recruit someone who is more of a public person. Very few people come to mind -- someone like Gerry Studds might fit the bill as a high-profile

political person who would be seen by the community as able to be more aggressive in internal deliberations. He would obviously bring great credibility within the community.

(2) Keep the current structure in place and recruit a director who has solid HIV policy experience (preferably some government experience) whom the community would respect, the bureaucracy would know and respect -- but might not command the kind of attention in the media that a former member of Congress would. (I remain unconvinced that the visibility in the media role is as critical as some feel, so this would not bother me that much.) For example, there are several excellent state AIDS directors who, if they had a deputy with some Washington experience, could do a very credible job.

(3) The heretical approach. I firmly believe that the real work of this office can be done with a very small staff and that, in fact, a separate "office" is not necessarily the best approach, especially given our successes of the last four years. In the first term we needed to establish with clarity the priority HIV must have throughout the Administration -- from a budgetary and a programmatic standpoint. I think those goals have been achieved, both within the government and in the eyes of the community. In a second term, I think the substantive issues we are going to be facing that will require time and new ideas are much more closely related to more general issues being addressed within the DPC. For people with HIV, the key issues in the next year or two will be the future of Medicare and Medicaid, how we make the disability system friendlier to people able to go back to work, etc. -- issues for which there needs to be an HIV voice, but not a separate voice. In fact, that would be counterproductive and what the AIDS-specific staff should be doing is linking the AIDS community to the larger communities working on these issues, rather than identifying separate agendas and approaches to common problems.

This is heresy to some. But I think from a policy standpoint, this is the way we should go. How could we do it?

First, I would consider limiting the AIDS staff to two substantive policy people, one person working on liaison to the Advisory Council (and somewhat to the community -- though that should be a shared function based on issue area), and a support staff person shared by the three others. (The Advisory Council person could be an HHS FTE, since the Council is chartered by HHS.) This would permit continued addressing of major policy areas (without detailed meddling in day-to-day functions of the agencies), continued involvement in budgetary issues, communication with the community, and, if travel and speaking engagements are shared, more than adequate outreach and visibility with the community. This would not permit some of the

*(Sorry - I don't have the rest of this e-mail - will get it to you if I find it)*