

NLWJC - KAGAN

EMAILS RECEIVED

ARMS - BOX 070 - FOLDER -007

[12/03/1997-12/04/1997]

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. email	Address (Partial); Phone No.'s (Partial) (1 page)	12/03/1997	P6/b(6)
001b. email attachment	Address (Partial); Phone No.'s (Partial) (4 pages)	12/04/1997	P6/b(6)

COLLECTION:

Clinton Presidential Records
 Automated Records Management System [Email]
 WHO ([Kagan])
 OA/Box Number: 500000

FOLDER TITLE:

[12/03/1997 - 12/04/1997]

2009-1006-F

im47

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

- P1 National Security Classified Information [(a)(1) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Virginia N. Rustique (CN=Virginia N. Rustique/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME: 3-DEC-1997 17:41:36.00

SUBJECT: Gov Chiles mtg Dec 8

TO: Emily Bromberg (CN=Emily Bromberg/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Fred DuVal (CN=Fred DuVal/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Suzanne Dale (CN=Suzanne Dale/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Jeffrey A. Forbes (CN=Jeffrey A. Forbes/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

John will meet w/ Gov. Chiles and staff re: tobacco on Mon., 12/8, from 2-3pm.

Please let me know if you can attend. Thanks.

----- Forwarded by Virginia N. Rustique/WHO/EOP on 12/03/97 05:39 PM -----

Fred Duval 12/02/97 10:41:22 AM

Record Type: Record

To: John L. Hilley/WHO/EOP

cc:

Subject: Gov Chiles mtg Dec 8

Emily Bromberg and I would like to join your meeting with Gov Chiles next week if OK with you.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Daniel C. Montoya (CN=Daniel C. Montoya/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 3-DEC-1997 17:41:55.00

SUBJECT: Presidential Advisory Council on HIV/AIDS

TO: Donald H. Gips (CN=Donald H. Gips/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Toby Donenfeld (CN=Toby Donenfeld/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Margaret A. Murray (CN=Margaret A. Murray/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Wm G. White (CN=Wm G. White/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Richard J. Turman (CN=Richard J. Turman/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Todd A. Summers (CN=Todd A. Summers/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Thomas A. Shea (CN=Thomas A. Shea/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ursula J. Sanville (CN=Ursula J. Sanville/OU=ONDCP/O=EOP @ EOP [ONDCP])
READ:UNKNOWN

TO: Ashley L. Raines (CN=Ashley L. Raines/OU=OA/O=EOP @ EOP [OA])
READ:UNKNOWN

TO: Matthew Murguia (CN=Matthew Murguia/OU=OPD/O=EOP @ EOP [OPD])
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TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
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TO: Bruce R. Lindsey (CN=Bruce R. Lindsey/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Sarah T. Holewinski (CN=Sarah T. Holewinski/OU=OPD/O=EOP @ EOP [OPD])
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TO: Grace A. Garcia (CN=Grace A. Garcia/OU=PIR/O=EOP @ EOP [PIR])
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TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
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TO: Sarah A. Bianchi (CN=Sarah A. Bianchi/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Virginia Apuzzo (CN=Virginia Apuzzo/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Philip G Dufour (CN=Philip G Dufour/O=OVP @ OVP [UNKNOWN])
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TO: Miguel M. Bustos (CN=Miguel M. Bustos/O=OVP @ OVP [UNKNOWN])
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TO: Paul J. Yandura (CN=Paul J. Yandura/OU=OPD/O=EOP @ EOP [OPD])
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TO: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP @ EOP [OPD])
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TO: Sandra Thurman (CN=Sandra Thurman/OU=OPD/O=EOP @ EOP [OPD])
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TO: Richard Socarides (CN=Richard Socarides/OU=WHO/O=EOP @ EOP [WHO])
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TO: Marsha Scott (CN=Marsha Scott/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
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TO: Jill M. Pizzuto (CN=Jill M. Pizzuto/OU=OMB/O=EOP @ EOP [OMB])
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TO: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])
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TO: Joshua Gotbaum (CN=Joshua Gotbaum/OU=OMB/O=EOP @ EOP [OMB])
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TO: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP @ EOP [OPD])
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TO: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Gordon P. Agress (CN=Gordon P. Agress/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TEXT:

The Presidential Advisory Council on HIV/AIDS will be meeting at the Omni Shoreham Hotel, 2500 Calvert, December 4-7. I am attaching an agenda and a council member list. If you should need me, please feel free to page me

Withdrawal/Redaction Marker

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

directly

P6(b)(6)

Thanks,

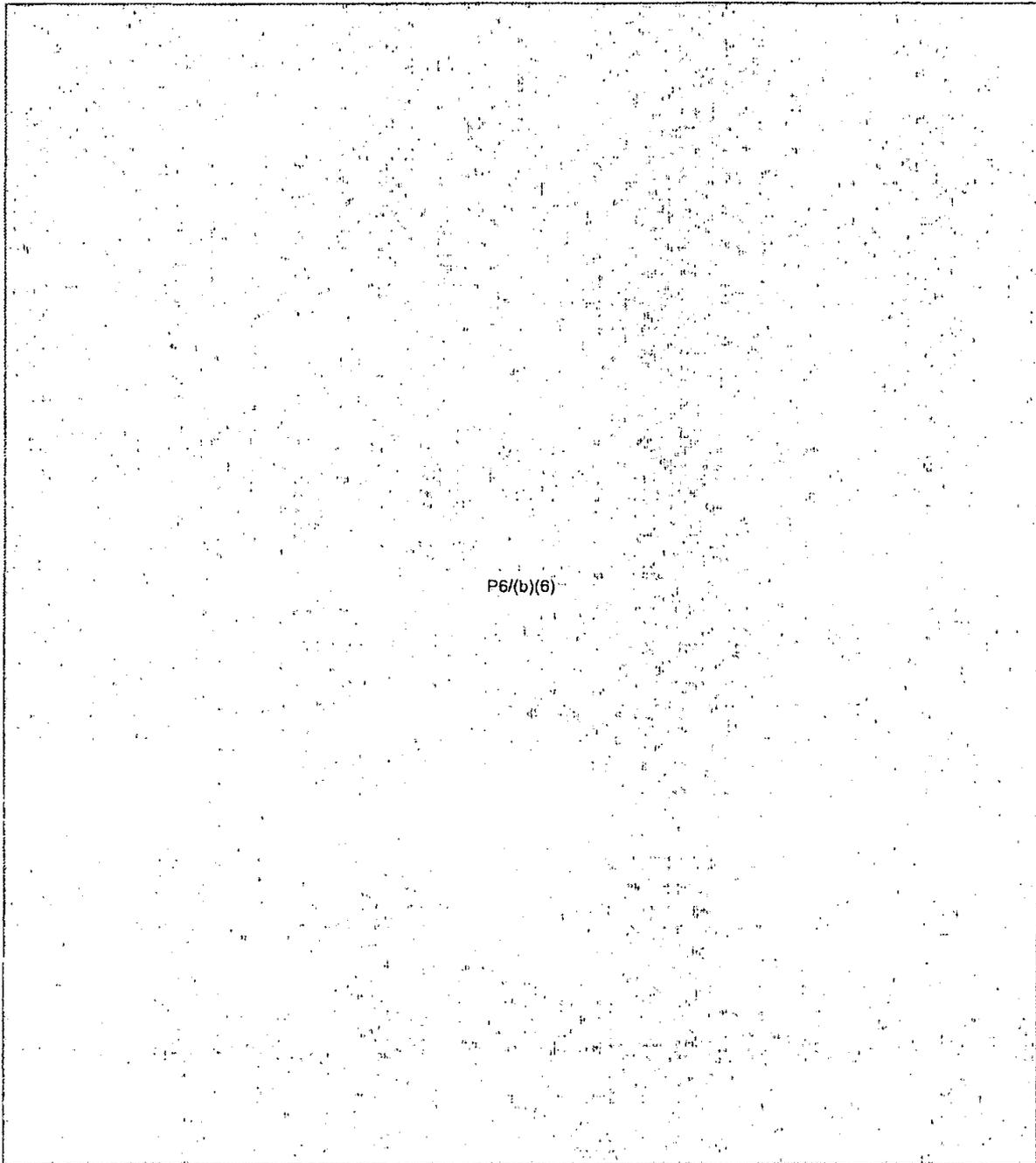
dcm

===== ATTACHMENT 1 =====
ATT CREATION TIME/DATE: 0 00:00:00.00

[0019]

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D94]MAIL41875663K.316 to ASCII,
The following is a HEX DUMP:



P6(b)(6)

Presidential Advisory Council on HIV/AIDS

December 4 - 7, 1997

Omni Shoreham Hotel
Washington, D.C.

Automated Records Management System
Hex-Dump Conversion

DRAFT AGENDA

Thursday, December 4

- 10:00 a.m. Welcome *Hampton Room*
 Update of Interim Activities
 R. Scott Hitt, M.D., Chair
- 10:30 a.m. Office of National AIDS Policy Update
 Sandra L. Thurman, Director
- 12 Noon 1997 Progress Report Update/Discussion I
 R. Scott Hitt, M.D., Chair
 Daniel C. Montoya, Executive Director, Presidential
 Advisory Council on HIV/AIDS
- 12:30 p.m. **LUNCH** (on your own)
- 1:30 p.m. Subcommittee Meetings
- Prevention Subcommittee** *Hampton Room*

 Executive Summary Draft Discussion
 Recommendation Assessment/Followup Action Draft
- Research Subcommittee** *Embassy Room*
- 1:30 p.m. Public Comment on Vaccine Report
- 2:30 p.m. Discussion of Vaccine Report
- 3:30 p.m. BREAK
- 3:45 p.m. Discussion of Vaccine Report (continued)
- 4:45 p.m. Discussion of Progress Report

Thursday, December 4 (Continued)

Services Subcommittee

Calvert Room

- 1:30 p.m. **FY 1998 Appropriations Presentation**
David Harvey and Miguelina Maldonado, National
Organizations Responding to AIDS (NORA)
- 2:15 p.m. **Youth Presentation**
David Harvey, AIDS Policy Center for Children,
Youth, and Families
- 2:45 p.m. **National Policy Dialogue on Early Medical Intervention**
Services
Sophia Chang, M.D.
- 3:30 p.m. **Access to Treatment**
Medicaid Expansion and Medicaid Waivers
Kathleen King, Health Care Financing
Administration
AIDS Drug Assistance Program
Joseph O'Neill, Health Resources and
Services Administration
Cost of Pharmaceuticals
Joseph Kelly, National Association of State and
Territorial AIDS Directors
- 5:00 p.m. **Executive Summary Draft Discussion**
Recommendation Assessment/Followup Action Draft
- 6:00 p.m. **ADJOURN**

Friday, December 5

- 9:30 a.m. Full Council Presentation *Hampton Room*
Substance Abuse Panel
1. Overview of Epidemiology of HIV and IDU in US
Invited panelist:
Stephen T. Jones, M.D., Centers for Disease Control
and Prevention
- 9:45 a.m. 2. Substance Abuse Treatment and Prevention in the U.S.–
How We Provide It, How We Fund It
Invited panelists:
Paul Schwab, Substance Abuse and Mental
Health Services Administration (SAMHSA)
Steve Gust, Ph.D., National Institute of Drug
Abuse (NIDA)
Jack Farrell, New Jersey Department of Health
- 10:30 a.m. 3. Integrating Harm Reduction and Drug Treatment
Invited panelists:
Harry Simpson, Community Health Awareness Group
- 11:15 a.m. **BREAK**
- 11:30 a.m. 4. Federal Policy and Spending as it Affects Substance Abuse/HIV Issues
Invited panelists:
Christine Lubinski, AIDS Action Council
Daniel Schechter, Office of Demand Reductions,
Office of National Drug Control Policy
- 12 Noon Public Comment
- 12:30 p.m. **LUNCH** (on your own)
- 1:30 p.m. 1997 Progress Report Update/Discussion II
- 2:30 p.m. Presentation on HIV Surveillance
Terje Anderson
Mike Isbell
Alexander Robinson

Friday, December 5 (Continued)

3:15 p.m. Presentation on HIV/AIDS Meeting in Cuba
Jeremy Landau

3:30 p.m. Subcommittee Meetings:

Communities of African and Latino Descent
· **Executive Summary Draft Discussion**
· **Recommendation Assessment/
Followup Action Draft**

Hampton Room

Discrimination
· **Executive Summary Draft Discussion**
· **Recommendation Assessment/
Followup Action Draft**

Calvert Room

International
· **Executive Summary Draft Discussion**
· **Recommendation Assessment/
Followup Action Draft**

Governor's Boardroom

Prisons
· **Executive Summary Draft Discussion**
· **Recommendation Assessment/
Followup Action Draft**

Presidential Room

6:00 p.m. **ADJOURN**

Saturday, December 6

8:00 a.m. Subcommittee Meetings

Communities of African and Latino Descent

Hampton Room

Discrimination

Calvert Room

International

Governor's Boardroom

Prisons

Embassy Room

Saturday, December 6 (Continued)

9:00 a.m.	Subcommittee Meetings	
	Prevention	<i>Embassy Room</i>
	Research	<i>Hampton Room</i>
	Services	<i>Calvert Room</i>
11:30 a.m.	1997 Progress Report Update/Discussion III	<i>Hampton Room</i>
1:00 p.m.	Public Comment	
1:30 p.m.	LUNCH (on your own)	
2:30 p.m.	Subcommittee Reports I	
4:00 p.m.	Subcommittee Meetings	<i>Hampton, Calvert, Embassy, Governors Rooms</i>
6:00 p.m.	ADJOURN	

Sunday, December 7

9:00 a.m.	Subcommittee Reports II	<i>Hampton Room</i>
10:00 a.m.	Old Business New Business	
12 Noon	ADJOURN	

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DETERMINED TO BE AN
ADMINISTRATIVE MARKING

Presidential Advisory Council on HIV/AIDS

INITIALS: Ry DATE: 6/9/10

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P6/(b)(6)

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Automated Records Management System
File-Share-Connect

[0016]

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OK to release office contact info.

ASST: Martha Pena-Quijano

Automated Records Management System
Risk-Reducing Controls

Jeremy Landau

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Home: P6/(b)(6)
ASST: Tony Teano P6/(b)(6)

Debbie Runions

P6/(b)(6)

Email: debaids@isdn.net
Emergency: Jamie Runions P6/(b)(6)
(Leave message)

Automated Security Message
From: Debbie Runions

Sean Sasser
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Paul Yandura

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Automated Records Management System
Text-Dump Conversion

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 3-DEC-1997 18:02:19.00

SUBJECT: Materials forTomorrow's 9:00 am meeting with Governor Thompson

TO: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Jeanne Lambrew (CN=Jeanne Lambrew/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Emily Bromberg (CN=Emily Bromberg/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

Here are three one-pagers for tomorrow's meeting with Governor Thompson.

- 1) Summary of recent Administration responses to W-2 waiver requests
- 2) Summary of Wisconsin's new Children's Health Waiver Proposal
- 3) Summary of Wisconsin Works welfare reform program

Thanks to Andrea, Diana and Jeanne for your help.

Bruce, you already have the additional attachments on Wisconsin Works (I dropped them off last night) -- let me know if you need copies again.=====

ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT: [ATTACH.D17]MAIL448866633.316 to ASCII,
The following is a HEX DUMP:

FF575043BF110000010A020100000002050000004833000000020000085D196F3C888621AF2BE39
6DD77C3401DA49AF37647F559D314BAF19558EEB3957EB22A2E615A4FAE1BCC3D7BDCEBCE1437F
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**Recent Administration Actions
regarding Wisconsin W-2 Waiver Requests**

*Automated Records Management System
Hex-Dump Conversion*

DATE	ISSUE	ACTION
Summer/ Fall 1996	Food Stamps	USDA approved most of the Food Stamp waivers the state requested for W-2.
Summer/ Fall 1996	Welfare	HHS approved Wisconsin's W-2 TANF plan; waiver was no longer needed (see attached summary).
Summer/ Fall 1996	Medicaid Block Grant	HHS denied Wisconsin's W-2 Medicaid waiver proposal, because, as the President stated in a 12/13 letter to the state, "it violated my Administration's commitment to maintaining a federal guarantee of health care for low-income individuals."
May 1997	Food Stamp Privatization	USDA responded to the Wisconsin Department of Workforce Development saying the state's Food Stamp privatization waiver request submitted in May 1996 "remains under review....privatization has far-reaching impacts and requires an earnest review and evaluation."
June 1997	Medicaid Privatization	HCFA's regional office wrote to the state saying the state's proposal was likely not approvable "because it seems to allow non-public employees to perform activities in the eligibility determination process that are not authorized by the statute or outstationing regulation" and requesting more information.
September 1997	Children's Health & Medicaid	The state submitted a concept paper to HCFA regarding an integrated 1115 waiver of provisions of both Medicaid the new children's health program (see attached summary).
October-Dece mber 1997	Children's Health & Medicaid	HCFA has had several conference calls with state officials since early November and is planning another conference call with the state during the week of 12/8.

Wisconsin's Medicaid and Children's Health Waiver

Wisconsin has indicated its strong interest in getting an 1115 waiver to the Children's Health Insurance Program (CHIP). On September 30, they sent a "concept paper" to HCFA on their ideas and have subsequently sent a set of bullets describing more details of their proposal. HCFA staff have had informal contact with the State Medicaid Director, Peggy Bartel. HCFA is planning a conference call with state officials next week.

Summary of "BadgerCare"

- **Combination of CHIP and Medicaid 1115:** Proposes to have a single program for families up to 185 percent of poverty and people transitioning from welfare to work
- **CHIP funding:** The state would get the enhanced matching rate and draw down from its allotment for all children plus adults up to 133 percent of poverty (if there is enough in the state's allotment). Medicaid would fund adults above 133 percent of poverty.
- **Benefits:** Medicaid
- **Cost sharing:** Families above 143 percent of poverty would pay premiums equal to 3.5 percent of family income.

Issues

- **Administration's general concern about 1115 waivers for Title XXI:** Nancy Ann Min said back in September that we are reluctant to consider 1115 waivers until we have more experience with the program. We are right now preparing a memo to the President on whether we should formalize this position.
- **Specific issues that require waivers:**
 - Enhanced matching rate / Title XXI funds for parents, not just kids
 - Coverage of children who have partial insurance or access to insurance
 - Use of premium revenues as the state contribution
 - Cost sharing below the income level specified in legislation (143% v 150%)
 - Privatization of eligibility determination: There are no rules against privatization in CHIP but there are in Medicaid. The state wants to allow eligibility determination by non-governmental agencies.

Background on Wisconsin Works (W-2)

The Wisconsin Works welfare reform program, also known as W-2, contains these key elements:

Everyone works: Effective 9/1/97, W-2 replaced welfare in Wisconsin. Everyone must do some kind of work, and cash is based on participation in work. There is no entitlement to assistance, but there is "a place for everyone who is willing to work to their ability." The program is available to all parents with minor parents, low assets and low income.

Self-Sufficiency Ladder: W-2 includes four kinds of work ranging from unsubsidized employment to W-2 Transitions depending on someone's ability (see attachment). It might be interesting to ask about the relative priority and utilization of these four activities.

New role for staff: Wisconsin has replaced eligibility workers and case managers with "financial and employment planners" who focus on self-sufficiency and responsibility. The FEPs are available to help people once they've entered unsubsidized employment.

Investment in support services and retention: Wisconsin has invested heavily in support services to help people transition from welfare to work and to help families maintain employment. Governor Thompson has been very vocal about the importance of investing in child care. All low income families below 165% of poverty are eligible for child care subsidies on a sliding fee basis, regardless of whether they have been on welfare. W-2 agencies may provide post-employment services including job coaches, training, education, and transportation to help someone succeed on the job.

One-Stop Job Centers: These are the single point of entry for employers and job seekers--W-2 participants as well as others. The state has entered into a contract with a W-2 agency for each county, with the exception of Milwaukee which has 5 contractors (see attached). In most places, the county is the W-2 agency; in Milwaukee, the W-2 contractors include private for profit and non-profit entities.

Earned Income Credit: Wisconsin is a strong advocate of the EIC, including the Advance EIC option (where employees get a portion of their EIC in each paycheck). The state is also one of four to have a refundable state EIC.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 3-DEC-1997 18:23:35.00

SUBJECT: Final housing vouchers memo

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP [OPD])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP [OPD])
READ:UNKNOWN

TO: Gene B. Sperling (CN=Gene B. Sperling/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP [OPD])
READ:UNKNOWN

CC: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP [OPD])
READ:UNKNOWN

CC: Emil E. Parker (CN=Emil E. Parker/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP [WHO])
READ:UNKNOWN

CC: Jonathan Orszag (CN=Jonathan Orszag/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Michael Deich (CN=Michael Deich/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Russell W. Horwitz (CN=Russell W. Horwitz/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

We circulated this to HUD. They have made comments on drafts 3 and 4 and have the final draft. I do not believe they have any additional comments. OMB has also seen. I know you want one pagers, but we have already cut this down from six to two pages. I don't believe there is anything else we can knock out.

===== ATTACHMENT 1 =====
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D7]MAIL40757663V.316 to ASCII,
The following is a HEX DUMP:

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F950122BB80890330FC3A9BD25083B83BC2E2FB389F2A6A32AFA620C3359B853AFB8583A69679B

December 3, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
GENE SPERLING

SUBJECT: **Including Welfare-to-Work Housing Vouchers in the FY 1999 Budget**

Overview

Over the last three months, the Domestic Policy Council (DPC) and the National Economic Council (NEC) have been leading an interagency process on economic development and housing. The purpose of this memorandum is to present to you a proposal for 50,000 new housing vouchers to help welfare recipients who need to move in order to find employment and to help address the shortage of affordable housing.

In addition to the new welfare-to-work housing vouchers, we are also recommending that the FY99 budget include proposals to promote housing portability and choice and to increase home ownership by reducing barriers to buying a new home. We believe these new initiatives, along with a strengthened Fair Lending Law and a possible increase in the Low-Income Housing Tax Credit (LIHTC) would build on your record of providing public housing tenants with the opportunity to move to neighborhoods with more jobs, better schools, and less crime.

The Need For Affordable Housing

The need for affordable housing exceeds supply, particularly for poor families with children:

- In 1995, 5.2 million families spent more than half their income on rent and/or were living in severely substandard housing (unreleased data from forthcoming HUD report). More than 2 million of these households were families with children.
- The demand for affordable housing exceeded supply by 1.7 million units in 1993 for the lowest income households. However, the number of vouchers has remained nearly stagnant.

Promoting Welfare Reform and Housing Mobility

The lack of affordable housing can impede families' efforts to move from welfare to work. Many welfare recipients, even with a job and the Earned Income Tax Credit, find it difficult to afford housing near their job, child care, or transportation line. Others find it difficult to begin the journey to self-sufficiency if they are homeless, living in crowded conditions, or surrounded by crime and drugs. While your welfare to work transportation proposal, if enacted, will help

welfare recipients travel to their jobs, only housing vouchers provide individuals the freedom to take the immediate step of moving in order to leave welfare for work. This proposal will provide another targeted tool for states and localities to use to help individuals achieve self-sufficiency.

Administration Track Record

Past Administration efforts to increase the number of vouchers have not been successful. Your FY 1998 budget request included 50,000 additional vouchers targeted to individuals making the transition from welfare to work, but the proposal lacked detail and the welfare-to-work aspect was not emphasized by the White House or by agencies and offices other than HUD. Congress provided only \$54 million for 6,500 new targeted vouchers. However, where the Administration has made housing a priority, we have been more successful. For example, in 1993 Congress acceded to your challenge to make the LIHTC and the Mortgage Revenue Bond (MRB) programs permanent. And this year, Congress agreed to provide sufficient funding to renew all of the Section 8 project and tenant-based assistance contracts expiring over the next five years.

Recommendation

With FY 1999 budget guidance levels, OMB has provided HUD with 50,000 new housing vouchers. OMB has suggested targeting 32,000 of these new vouchers to homeless households with a severely disabled member and 18,000 for a variety of special purposes such as the witness protection and family unification programs.

We recommend that you include in your FY99 budget an additional 50,000 housing vouchers tied to welfare to work. While this is likely to be an uphill battle, we believe the initiative would strengthen our housing policy and support our welfare reform goals. DPC, NEC, OMB, and HUD believe that a strong, clearly articulated link to welfare reform may increase support for the initiative. We recommend that the welfare-to-work vouchers be on the mandatory side of the budget, similar to the TANF welfare block grant and the \$3 billion Welfare to Work program, but unlike other section 8 vouchers. The cost is expected to be about \$1.3 billion over 5 years. **The most critical step to securing the additional vouchers is a firm Administration commitment, which would entail a concerted effort to recruit Congressional champions.**

DPC and NEC staff recommend making the additional vouchers available on a competitive basis to public housing agencies that submit a plan to use the new vouchers to support families transitioning from welfare to work. This plan would be developed jointly with the local welfare agency and/or the Welfare-to-Work program grantee (generally the local private industry council), allowing state and/or local participation in the effort. The vouchers would be used to further the goals of welfare reform (e.g. to help welfare recipients go to work or retain jobs, or allow them to move to areas where jobs can be found). Local agencies would have great flexibility to design and operate the welfare-to-work voucher program within broad national guidelines. For example, the agencies would propose whether to focus on particular categories of welfare recipients (long-term recipients, victims of domestic violence, those living in public housing, or those who have retained employment for a certain period of time) and whether to provide short-term, transitional housing assistance, or longer-term support. Local plans would be reviewed and ranked by HUD in consultation with HHS and DOL.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Ruby Shamir (CN=Ruby Shamir/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME: 3-DEC-1997 19:03:13.00

SUBJECT: WOMEN'S MTG

TO: Rebecca M. Blank (CN=Rebecca M. Blank/OU=CEA/O=EOP @ EOP [CEA])
READ:UNKNOWN

TO: Claire Gonzales (CN=Claire Gonzales/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Robin Leeds (CN=Robin Leeds/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Roberta W. Greene (CN=Roberta W. Greene/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Janet Murguia (CN=Janet Murguia/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karen E. Skelton (CN=Karen E. Skelton/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lucia F. Gilliland (CN=Lucia F. Gilliland/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Sandra Thurman (CN=Sandra Thurman/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Stacie Spector (CN=Stacie Spector/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Audrey T. Haynes (CN=Audrey T. Haynes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Marsha Scott (CN=Marsha Scott/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Tracey E. Thornton (CN=Tracey E. Thornton/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Susan A. Brophy (CN=Susan A. Brophy/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Minyon Moore (CN=Minyon Moore/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Susan M. Liss (CN=Susan M. Liss/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Ellen M. Lovell (CN=Ellen M. Lovell/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Francine P. Obermiller (CN=Francine P. Obermiller/OU=CEA/O=EOP @ EOP [CEA])

READ:UNKNOWN

CC: Maria E. Soto (CN=Maria E. Soto/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

CC: Angelique Pirozzi (CN=Angelique Pirozzi/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Whitney S. Staley (CN=Whitney S. Staley/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Mona G. Mohib (CN=Mona G. Mohib/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Tania I. Lopez (CN=Tania I. Lopez/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Marjorie A. Black (CN=Marjorie A. Black/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

CC: Noa A. Meyer (CN=Noa A. Meyer/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Jessica L. Gibson (CN=Jessica L. Gibson/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Kim B. Widdess (CN=Kim B. Widdess/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: June G. Turner (CN=June G. Turner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Suzanne Dale (CN=Suzanne Dale/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Katharine Button (CN=Katharine Button/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

There will be a Women's meeting Thursday morning at 9:00am in room 100.
Sorry for the late notice. Thanks.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 3-DEC-1997 19:12:47.00

SUBJECT: Budget options on restoring more benefits to legal immigrants

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Jeanne Lambrew (CN=Jeanne Lambrew/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

We're meeting tomorrow morning with Barbara Chow, who will unveil OMB's preferred options to restore additional restorations to legal immigrants. They have been tight-lipped on this, but the staff just walked me through their recommended options orally. I still have no paper. The invite list includes Mickey Ibarra, Maria Echaveste, Doris Matsui, and others who will approach this more from a constituency perspective and less from a policy perspective.

The proposed restorations total \$3 billion over 5 years:

1. Food Stamp State Option \$1.2 billion over 5 years
They want to give states the option of offering food stamps to legal immigrants, both those who were here before the law was signed and new entrants. We would pay 50% of the cost. They think this is more saleable politically than a simple restoration. A few states are already doing this with 100% state money.
2. Medicaid/Child Health State Option \$0.2 billion over 5 years
This was our proposal from last year, with CHIP added in. CHIP doesn't cost anything since it's a block grant. It says that states can choose to offer Medicaid or CHIP to children who entered after the law was signed, and we'll pay our regular share of each program.
3. Refugees and food stamps \$0.2 billion over 5 years
Refugees are eligible for benefits for the first 5 years in this country. We lengthened that to 7 years for SSI in the BBA. This would offer refugees the same 7 year exemption for food stamps.
4. SSI and Medicaid \$1.4 billion over 5 years
This is what we did NOT get in our package last year: SSI and Medicaid for new entrants who become disabled after entry. This is a slightly tougher policy than last year because it requires deeming of sponsors'

income.

I am assuming your guidance is that you are not particularly anxious to spend \$3 billion dollars this way, particularly given competing needs like child care. I think it would be nice to do something on food stamps, and the state option is clever. On the other hand, as Cynthia notes, it seems unlikely Congress will do these. While the same could have been said of last year's proposals, we had the impetus of the balanced budget and the impending SSI cutoffs to pressure them. Next year we have little or no leverage legislatively, and all the cutoffs have happened. Anyway, if you have any guidance, let me know.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Robert M. Shireman (CN=Robert M. Shireman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 3-DEC-1997 22:22:44.00

SUBJECT: School Construction

TO: Janet Murguia (CN=Janet Murguia/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ron Klain (CN=Ron Klain/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: William R. Kincaid (CN=William R. Kincaid/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Catherine.Livingston (Catherine.Livingston @ MS01.do.treas.sprint.com @ inet [UNKNOWN])
READ:UNKNOWN

TO: Thomas_Corwin (Thomas_Corwin @ ed.gov @ inet [UNKNOWN])
READ:UNKNOWN

TO: Barry White (CN=Barry White/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Jonathan H. Schnur (CN=Jonathan H. Schnur/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: KAGAN_E (KAGAN_E @ A1 @ CD @ LNGTWY [UNKNOWN]) (OPD)
READ:UNKNOWN

TO: Scott R. Palmer (CN=Scott R. Palmer/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Tanya E. Martin (CN=Tanya E. Martin/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: KARL.SCHOLZ (KARL.SCHOLZ @ MS01.DO.treas.sprint.com @ inet [UNKNOWN])
READ:UNKNOWN

TO: Wayne Upshaw (CN=Wayne Upshaw/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Jacob J. Lew (CN=Jacob J. Lew/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TEXT:

This memo will be distributed by fax Thursday morning. (Early comments are welcome).

December 4, 1997

MEMORANDUM TO: SECRETARY RILEY
SECRETARY RUBIN
DIRECTOR RAINES
BRUCE REED

FROM: GENE SPERLING
BOB SHIREMAN

RE: SCHOOL CONSTRUCTION

The attached draft memorandum lays out options for the President on school construction. It is based on information provided by your staff over the past several weeks. Please provide any comments, edits, and recommendations to Bob Shireman by tomorrow (Friday) at 10 a.m. (fax 456-2223, phone 456-2803).

CC: Mr. Bowles
Secretary Rubin
Dr. Yellen
Ms. Mathews
Mr. Podesta
Mr. Klain
Mr. Hilley
Deputy Secretary Summers
Acting Deputy Secretary Smith
Mr. Lew
Ms. Kagan
Ms. Winston
Mr. Cohen
Mr. Shireman

DRAFT MEMORANDUM TO THE PRESIDENT

You have publicly made it clear on a number of occasions -- most recently at the signing of the Labor-HHS-Education Appropriations Bill -- that you will continue to fight to get Congress to address the problem of the crumbling school infrastructure. There are two issues on school construction that need to be considered in the context of FY 1999 Budget decisions: size and design (spending versus tax). This memorandum briefly describes some of the policy and political dynamics around the question of size, then lays out the pros and cons on the design issue.

Size

The passback funds the School Construction initiative at \$1.9 billion -- down from the \$5 billion that was proposed last year. That matches a Daschle-Gephardt proposal developed in the late summer as a last-ditch effort to get a down payment on the school construction issue. The amount was based on the size of the offset they were able to agree on (closing a tax loophole). There is no question that an initiative of that size -- to help address a \$112 billion problem (not including the need associated with increasing enrollments) -- would not be met warmly by supporters of a Federal investment in this area.

Pressures for us to re-propose a school construction initiative of at least \$5 billion are coming from a number of quarters:

Defining issue for Democrats. Democrats see this as a popular initiative that sets them clearly apart from Republicans. Some have argued that the funding should be increased above \$5 billion in order to provide more help to suburbs.

Urban needs. In the context of negotiations over the voluntary national tests, School Construction came up a number of times with the Black Caucus as one item that would demonstrate the Administration's commitment to the needs of urban schools.

Class size. Some have suggested that a larger school construction initiative could be tied to the idea of smaller class sizes.

Obviously, the reason to keep our investment in school construction at a lower level has to do with competing demands in the budget process. You should keep in mind that your proposal was a one-time investment that outlayed over four years. If we are constrained by funds available in the five year budget window, one way to expand our proposal would be to propose a second investment (or if on the tax side, a longer investment) for a total of, say, \$8 billion over 10 years.

Design

You need to decide whether we should continue to propose our School Construction initiative as a mandatory spending proposal or shift it to a tax credit.

Spending proposal. The bill you proposed, the Partnership to Rebuild America's Schools, provided a one-time appropriation of \$5 billion for grants to States and localities to pay for up to one-half the cost of repayment of school construction bonds (or an equivalent amount in cases where an alternative financing mechanism is used). One-half of the funding was reserved for the 100 largest school districts. We estimated that the \$5 billion would leverage \$20 billion in new construction/renovation over four years.

Pros

The Administration bill in the House gained 116 cosponsors, including ___ Republicans. A letter signed by 112 of them urges you to include the same, \$5 billion proposal in the FY 1999 Budget.

The bill was designed to spur additional State and local effort (through a competitive portion of the funds) and to leverage the Federal funds. It is more difficult to design a tax credit that accomplishes those goals.

This approach is more efficient at addressing our specific goals than a tax credit (tax incentives associated with bonds inevitably have some inefficiencies associated with them).

The bill is flexible, allowing for creative funding mechanisms such as lease-buybacks, helping districts that are not able to float additional bonds.

Cons

To propose \$5 billion or more, we probably will need to rely on closing tax loopholes as the offset, creating a "tax-and-spend" scenario.

With a tax-side offset, the spending proposal and the offset would have to move through different committees, making the plan more difficult to achieve legislatively -- unless there is a reconciliation bill.

While the education groups prefer the spending program in the abstract, they would prefer a tax-side approach if it means more money could be dedicated to the purpose.

Tax proposal. As part of the Taxpayer Relief Act of 1997, Congress enacted a tax credit proposal by Rep. Rangel that includes school renovation (but not construction). The provision allows State and local governments to issue bonds totaling \$800 million over two years. The Federal government essentially covers the interest on the bonds through a tax credit, providing the schools with an interest-free form of financing. These bonds can be used to cover certain costs of "academies" that link businesses with the schools to develop a curriculum that is employment-oriented (the description is not unlike your School-to-Work program). The bond proceeds can be used for a variety of expenses: rehabilitation, repairs, technology, equipment, curriculum development, and teacher training.

While supporters of school construction were pleased to see Congress ratify a proposal that included school renovation, they do not see the Rangel plan as a sufficient approach for two reasons: (1) its narrow focus on these school-business academies, and (2) the broad use of funds.

This bond/tax credit design could be expanded to focus more squarely on school construction and renovation, and beyond the academies in the Rangel provision. For example, Rep. Loretta Sanchez introduced legislation in October that would use the bond mechanism to support school construction in overcrowded districts. We would not need to provide detailed specifics in the budget. We could simply say that the bond/tax credit would be extended and expanded to assist school districts with their school construction and renovation needs. Then we could work with Mr. Rangel and others on the details.

Pros

We can more easily propose a larger initiative on the tax side.

A tax-side initiative will be revenue-neutral, and both the program and the offset would be handled by the same committees in Congress.

The Senate sponsor of our School Construction legislation -- Sen. Moseley-Braun -- is on the Finance Committee and would support the idea of a tax-side approach that she could push there.

We might be able to develop a proposal that would have the strong support of the ranking member in the House (Mr. Rangel).

Cons

The bond/tax-credit approach is unusual, so we do not yet know how well it will work.

The bells and whistles that we built into our School Construction proposal -- leveraging, rewarding State investments, etc. -- would not be possible in a tax-side approach.

The House sponsor of our School Construction legislation -- Rep. Lowey -- prefers the spending bill that we proposed this year.

Rep. Rangel is very committed to his design, and may not be willing to make the changes that we would want to steer this toward school construction and renovation and away from his "academies" approach. There is a chance we would have to part ways with him, or accept something that we do not like and does not satisfy the constituency groups.

Views and Recommendations

[Treasury strongly supports a spending-side strategy. The tax credit approach is awkward and inefficient. While Treasury is making every effort to implement the Rangel provision effectively, it is an unproven approach -- as would be any tax-side approach to subsidizing school construction.]

[I support a tax-side approach because it would be revenue-neutral and might allow us to have an initiative that is larger than \$5 billion, gaining back some of the good will that was lost when we were forced to drop our proposal as part of the budget agreement.]

MEMORANDUM

TO: BRUCE REED, ELENA KAGAN
FROM: TOM FREEDMAN, MARY L. SMITH
RE: CIVIL RIGHTS ENFORCEMENT INITIATIVE
DATE: DECEMBER 4, 1997

Automated Records Management System
Hex-Dump Conversion

Summary:

The goal of this initiative is to improve the handling of federal discrimination cases so that citizens' complaints are heard more promptly and with less paperwork, and to reform federal civil rights offices so they are more effective at prevention and are better coordinated. The plan was developed in meetings with leaders of federal civil rights offices and with input from representatives of leading civil rights organizations and offices within the Administration including the White House Counsel, OPL, PIR, NEC, and OMB.

Among the highlights of the initiative is its commitment to modernize and reform the Equal Employment and Opportunity Commission. The initiative outlines investments in EEOC technology and programs so that by the year 2000 the average EEOC case will be heard within 6 months. In addition, the plan puts in place, for the first time, a comprehensive strategy across the six leading civil rights agencies (the Equal Employment Opportunity Commission, the Department of Justice, the Department of Labor's Office of Civil Rights, the Department of Labor's Office of Federal Contract Compliance Programs, Housing and Urban Development, and the Department of Health and Human Services' Office of Civil Rights) to make it easier to comply with federal laws and more difficult to discriminate. Each agency will expand the use of alternative dispute resolution techniques, improve data collection and technical assistance to business, participate in a \$15 million technology upgrade to reduce paperwork, and share expertise as part of a coordinated federal civil rights working group. The package of improvements totals approximately \$78 million, including a 12.5% increase above the enacted FY 1998 budget for EEOC, and a roughly 50% increase for the relevant HUD office. **[Note: OMB has so far approved only \$57 million worth of new expenditures. An attached memo lists the \$21 million in new, as yet unapproved, spending.]**

I. Reducing Backlogs

One of the most commented upon problems in civil rights enforcement is delay in hearing cases at the EEOC. Although substantial progress has been made in reducing EEOC delays, this plan uses improvements in technology and a \$8 million infusion of resources to lower the average time it takes to resolve private-sector complaints to 6 months by the year 2000. The plan also includes two new initiatives at HHS to reduce backlogs by expanding the use of teams

of investigators to provide case management and by contracting with state and local civil rights agencies to give states an active role in enforcement. These initiatives will also help to reduce increased workloads resulting from the Patients' Bill of Rights and Adoption 2002 initiatives.

II. Alternate Dispute Resolution

The plan calls for the introduction and expansion of Alternate Dispute Resolution (ADR) across all relevant agencies. The largest initial investment is a \$4 million expansion of the EEOC's mediation program for FY 1999 so that the EEOC will be able to mediate 10 percent of its 80,000 new charges. In addition, pilot programs will be introduced at several agencies including a program developed by HHS for 10 urban and rural areas, and a program run by Labor to assist states in developing ADR.

III. Improving Compliance, Data Collection and Technical Assistance Efforts

The initiative includes a fund to improve the surveying, technical outreach, and compliance efforts by lead civil rights offices. The largest measure is a **\$10 million program run by HUD to conduct targeted, audit-based enforcement using paired testers, piloted in several metropolitan areas, designed to raise awareness of the extent of discrimination through focused and publicly released audit results and subsequent enforcement action.** The Department of Education will undertake a \$1.7 million survey of the 15,000 school districts across the country to determine the demographics of the elementary and secondary schools in the districts for both teachers and students. This survey will be used by Education and other agencies to target and assist in future technical assistance, compliance, and litigation efforts.

Other projects include EEOC's efforts to improve compliance through videos for employers and a public service campaign, and a \$1.5 million initiative by the DOL's Office of Federal Contract Compliance for technical assistance that focuses on prevention rather than enforcement.

The Department of Labor will begin a comprehensive compliance monitoring program allowing it to triple the number of compliance reviews it conducts a year and reform the system by which it chooses targets for its reviews. HHS will use the funds to investigate medical decision-making to determine how it is influenced by race and ethnicity.

IV. Improving Technology

The plan includes a \$15 million technology initiative for EEOC, HHS, Labor, and Education to provide for communication via electronic mail; eliminate redundant data entry procedures; permit the sharing of information and enhanced research capabilities for investigators and attorneys; allow for the filing of forms and complaints over the Internet, and provide for the sharing of civil rights data bases.

V. Coordination Among Civil Rights Agencies

A common complaint by groups who work with federal civil rights offices is the lack of coordination among Administration efforts. This initiative will institute a standing inter-agency group to address cross-cutting issues including broad strategic planning, and development of performance outcome measures, training initiatives and data collections. In addition, the plan recommends that the President call upon each Department to establish an internal high-level civil rights advisory council to agency-wide policies and practices and serve as a forum for external organizations to present civil rights concerns associated with individual agency programs.

MEMORANDUM

Automated Records Management System
Hex-Dump Conversion

TO: BRUCE REED, ELENA KAGAN
FROM: TOM FREEDMAN, MARY L. SMITH
RE: CIVIL RIGHTS CROSSCUT
DATE: DECEMBER 2, 1997

Below is a list of performance goals that are applicable across agencies and suggestions as to how they might be implemented at the various civil rights enforcement agencies.

I. ALTERNATE DISPUTE RESOLUTION

A. EEOC

- Mediation Program. EEOC proposes to mediate approximately 8,000, or 10 percent of the 80,000 new charges expected in FY 1999. (\$4,000,000)(OMB approved)

B. HHS-OCR

- Mediation Partnerships: HHS would contract with providers of mediation services in five to ten pilot urban and rural areas. OCR would decentralize the use of third party mediation services for a subset of complaints assessed through its case triage process. (\$250,000) (new)

C. DOL-OCR

- Mediation. 7 FTE will be required to market ADR and to assist states in developing and designing ADR programs. In addition, 4 FTE will be needed to provide ADR for those complainants who request ADR in the processing of their complaints. (\$990,000) (new)

D. DOL-OFCCP

- Alternate Dispute Resolution. OFCCP is initiating an alternate dispute resolution program in order to facilitate the closure of compliance reviews and complaint investigations. ADR will be used as an effort to avoid litigation and to reduce the number of cases referred to the Solicitor of Labor for enforcement. (\$203,000) (new)

E. EDUCATION

- Alternate Dispute Resolution. In December 1993, OCR issued a new Case Resolution

Manual (CRM). The CRM streamlined the complaint resolution process so that OCR can provide more efficient and effective service to complainants. One element of the CRM is an alternative dispute resolution procedure (ADR). Any additional funding over OCR's FY 1999 appropriation could be used to provide additional staff training to build skills necessary for effective ADR or to hire contract mediators to actually facilitate resolution between the parties. (\$100,000) (new)

II. TARGETING FUTURE COMPLIANCE AND TECHNICAL ASSISTANCE EFFORTS (through data collection and other means)

A. EEOC

- Benchmark EEO survey data. EEOC would like to perform a one-time data collection from employers to obtain benchmark EEO survey data for the Americans with Disabilities Act (ADA) of 1990. (\$250,000) (new)
- Video Outreach and Technical Assistance. Three video productions on subjects such as "Information for Small Employers," "Mediation to Resolve Charges," and "Best Practices for Employers." (\$225,000) (new)
- PSA Campaign. (\$100,000) (new)
- Stakeholder Meetings. Stakeholder meetings around the country for 25 offices. (\$125,000) (new)
- Translation of materials. Translate pamphlets into several languages, including production costs. (\$280,000) (new)

B. EDUCATION

- Elementary and Secondary School Civil Rights Compliance Report: OCR would conduct a survey of the approximately 15,000 school districts in the country on the following: number and types of schools within a school district; the demographics of the school district for both teachers and students; the number of students by race and gender in gifted and talented programs;; the number of students with disabilities by race and gender; and the number of students in math, science, and computer programs by race and gender. This data is used by other government agencies, including DOJ in its enforcement activities for approximately 400 court-ordered school districts. In addition, information and data obtained by the survey would be used as a baseline for OCR's proposed activities under GPRA. (\$1,700,000) (new)

C. HHS-OCR

- Testing Program - Nursing Home Assistance and Program Abuse. OCR proposes establishing a new program to broaden the use of testing in the nursing home sector to uncover discriminatory practices. Consumer education and outreach will be targeted toward informing racial minorities and disability communities about discriminatory and abusive admissions and marketing practices so that they can report questionable practices to OCR and to the HHS Inspector General, DOJ. (\$2,600,000) (new)
- Analysis of Differential Treatment Modalities. OCR, working with the HHS Data Council, would investigate medical decision-making at the individual facility level to see how it is influenced by race and ethnicity. OCR would contract for the development of methodologies to determine potential areas of discrimination or differential access to services through assessment of Departmental and State level administrative data sets. The purpose of this initiative is to identify potentially non-complying hospitals and to target and implement Title VI compliance reviews and outreach initiatives. As the result of this effort, HHS expects to change the compliance status of from 220 to 280 facilities. If HHS were to undertake all such reviews over a three-year period, it would need approximately \$565,000 per year, beyond an initial \$500,000 for survey design and analysis, to support the staffing needed to carry out such reviews while simultaneously avoiding an accumulation of a backlog. (\$1,065,000) (new)
- Managed Care. OCR's FY 1999 budget request seeks consultant services to develop data collection measuring the effect of managed care arrangements on Hill-Burton facilities and others. The purpose of this initiative is to target compliance reviews and outreach activities in support of both the President's Initiative on Race and to ensure effective oversight of the nondiscrimination provisions of the Patients' Bill of Rights endorsed by the President on November 19. HHS expects that these reviews of managed care plans and other insurance arrangements will require 50 percent more time than individual facility reviews. Accordingly, HHS estimates that it would need approximately \$300,000 per year, beyond an initial \$250,000 for survey design and analysis, to support the staffing needed to carry out 50 such reviews per year. (\$550,000) (new)
- Outcome Measurement. OCR is moving from output and process measures to assessing the extent to which the number and quality of services to protected classes has changed. The purpose of this initiative is: (1) to collect data on program performance that focuses on the public's ability to access and benefit from HHS services and (2) to focus performance goals and reporting on outcome measures identified in the Annual Government Performance and Results Act (GPRA) Plan. By collecting outcome data focusing on service to individuals, OCR will be able to effectively target activities based on which compliance strategies result in the greatest number of additional minority persons served by programs, the greatest number of additional services, or changes in the quality of services provided. (\$250,000)(new)

D. DOL-OCR

- Improved Targeting. An enhanced management information system could produce reports that would identify problem areas that should be targeted for review. This system could also identify trends in complaints so that compliance activities could be directed towards those entities most in need of assistance. This would maximize the utilization of staff resources to address the targeted problem areas in a given year and enhance development of work plans and results under GPRA. Approximately \$100,000 is needed to design management information reports to meet this performance goal. (\$100,000) (new)
- Compliance Activities. 18 FTE will be required to provide total compliance monitoring coverage on a three-year cycle. Within existing resources, only 4 compliance reviews can now be conducted, due to the regulatory need to process complaints. This will enable staff to conduct 18 reviews per year. (\$1,620,000) (new)
- Data Collection on JTPA. Currently, applicant data is not captured to identify those seeking entry into programs such as JTPA. To ensure that discriminatory factors are not being used in the intake process, a pilot program could be instituted. This would require revisions to ETA's management information system, agreement by the pilot state to participate, and OMB concurrence to collect this data. (\$360,000) (new)
- Compliance Assistance. 3 FTE will be required to conduct 20 technical assistance visits per year. This represents staff being on travel two weeks out of every month. (\$270,000)(new)

E. DOL-OFCCP

- Future Targeting. The OFCCP's three-pronged Fair Enforcement Strategy includes a comprehensive regulatory reform component. One aspect of the regulatory reform effort is the redesign of the compliance review process. This process, as restyled "compliance evaluations," will enable the OFCCP to institute a multi-tiered level of review, varying from limited "compliance checks" to the full-scope compliance review. Additional resources for the three-pronged strategy will allow OFCCP to revise the requirements for the Affirmative Action Plan, fully implement the Affirmative Action Program Summary Report, and enhance the tiered compliance review enforcement strategy. (\$4,800,000) (OMB approved)
- Ombud Activities. OFCCP will increase the use of its Ombud Office to improve customer quality and service. The Ombud Office, established in 1995, provides customer service, technical assistance, and a means for OFCCP's stakeholders to obtain confidential advice regarding the laws, policies, and programs that are administered by the OFCCP. Through this expansion of the Ombud Office, OFCCP will provide technical assistance earlier with the result of reducing the amount of resources needed

during full compliance reviews performed at a later time. (\$1,700,000) (new)

F. **HUD**

- Targeted, audit-based enforcement initiative. HUD will receive \$10 million for a targeted, audit-based enforcement initiative, piloted in several metropolitan areas, that would raise awareness of the extent of discrimination through focused and publicly released audit results and subsequent enforcement action. An audit-based enforcement initiative using paired testers could be piloted in 20 metropolitan areas around the country. \$5 million would provide each of the 20 non-profit organizations with \$250,000 to establish an organizational capacity to administer paired testing in the rental and sales markets, develop comparable indices of discrimination, and provide for analysis and public dissemination of audit results. An additional \$5 million would provide the 20 metropolitan areas with sufficient funds to conduct audits using 500 pairs of testers. (OMB approved)

III. **REDUCING BACKLOG**

A. **EEOC**

- Inventory Reduction. To reduce the private-sector backlog from the current over 9.4 months it takes to resolve private sector complaints to 6 months by the year 2000, EEOC requires 165 new FTEs. (\$8,000,000) (OMB approved)

B. **HHS-OCR**

- Changes in Complaint Processing to Respond to Additional Workload. OCR proposes expanding its pilot program which uses teams of investigators to review incoming cases and to provide ongoing case management. This expansion will require additional team training. OCR also anticipates increased complaint workload resulting from the Patients' Bill of Rights and the Adoption 2002 initiatives. OCR estimates that \$360,000 would be needed both to continue to enhance expedited complaint processing and to prevent development of a backlog. (\$400,000) (new)
- State and Local Program. OCR's Strategic Plan proposes to increase partnerships with state and local agencies to expand the scope of civil rights compliance coverage of HHS grantees. OCR proposes a pilot program to contract with states and local civil rights agencies to conduct investigations, thus expanding its capacity to enforce civil rights while giving states an active role in enforcement. The purpose of these partnerships is to enhance the ability to target OCR staff resources on precedent-setting and high priority complaint investigations while continuing to improve response times to citizen complaints. (\$500,000) (new)

IV. PAPERLESS OFFICE

A. EEOC

- Information Systems. The EEOC has proposed a three-year \$25 million initiative to upgrade hardware, communications infrastructure, and the deployment of integrated information systems throughout the agency. The FY 1999 request of \$10 million would provide a basic communication infrastructure that would allow the EEOC to complete the development and procurement of new information systems capabilities. These upgrades will allow the field offices and headquarters to communicate via electronic mail, eliminate redundant data entry procedures, and provide for greater operational efficiency through the sharing of information and enhanced research capabilities for investigators and attorneys. (\$10,000,000) (OMB approved)
- Replacing Paper Forms. The EEOC proposes developing an "Interactive Diskette" data collection to replace "Paper Forms" for all EEOC employment survey data collection programs. (\$200,000) (new)

B. HHS-OCR

- Civil Rights on the Internet: New technology that would allow the public to file complaints via computer. Also technical assistance to grantees could be accomplished via the Internet. Survey data collections, pre-grant certifications, investigative data requests and responses could also be expedited. (\$250,000) (new)

C. ALL CIVIL RIGHTS ENFORCEMENT AGENCIES (Justice, Labor, HHS, Education, and EEOC)

- Linked Civil Rights Data Bases: This linking of all the data bases would permit the agencies to share statistics that each agency collects. Linking technology would also improve coordination among the civil rights agencies. (\$500,000)(new)

D. DOL-OCR

- Technology Improvements: There is a need for the establishment of a data base that can provide management information reports that can respond to GPRA and DOJ requirements. A review is required of the current information technology infrastructure that supports the civil rights enforcement of federal financial assistance programs to determine what is needed to achieve the desired outcomes of improved case processing and case management. A working group could be established to conduct the survey and make recommendations in this area. Some economies of scale could be achieved if agencies explored the possibility of selecting a data base system that would meet the needs of agencies with some modifications adaptable to their specific programs.

(\$158,000) (new)

E. **DOL-OFCCP**

- Information Technology: These funds will be used to upgrade the agency's infrastructure and replace outmoded systems hardware, enabling OFCCP to meet its current requirements and to develop the systems necessary for federal contractors to submit data electronically to the program. The agency will also provide the technology necessary for compliance officers to record all documents related to reviews electronically.
(\$4,000,000) (new)

V. **COORDINATION AMONG CIVIL RIGHTS AGENCIES**

A. **Proposed by HHS-OCR**

- Inter-agency Civil Rights Coordination Group: A standing inter-agency group composed of principals or their deputies would address cross-cutting issues including broad strategic planning, coordination of litigation strategies, development of performance outcome measures, outreach and partnership strategies, coordinated public service announcement and public relations initiatives, coordinated town meetings on civil rights issues, coordinated training initiatives, data collections, reviews, and investigations.
- Inter-agency training program. A coordinated training strategy could entail creation of an inter-agency training program. The training program could be under the auspices of the Department of Justice. It would focus on investigative methodologies, examination of best practices in non-discriminatory service delivery, litigation review and strategy, data collection techniques and other compliance techniques that can be employed by many agencies, including HHS, ED, HUD, DOL, DOT, and EEOC. The center could also provide civil rights investigative and outreach training to state and local partners. A training center with dedicated staff could either be contracted or use federal agency staff. A rough estimate of the cost for rent, staff support, curriculum development, scholarships for non-federal participants, equipment, trainers, etc. is \$1,000,000 government-wide per year. (\$1,000,000) (new)
- Intra-agency civil rights councils. These councils would be a means for furthering civil rights compliance throughout individual departments and agencies. Each Department would establish a high-level body that would be advisory to the Secretaries or Agency Heads on civil rights issues. A Civil Rights Council would be a forum for review of agency-wide policies and practices and could serve as a forum for external organizations to present civil rights concerns associated with individual agency programs. Such a council would be headed by the Department or Agency's chief Civil Rights Official and would require minimal staffing (an Executive Secretary to the Council and perhaps one support staff) in addition to staff that could be provided from within the agencies.

(\$200,000) (new)

- Geo-coded/Mapping Data Base on a Civil Rights Intranet. OCR proposes development, in conjunction with the Census Bureau and the Department of Justice, of a government-wide pilot project that would make geo-coded mapping of race, ethnicity, and national origin Census data available to all civil rights agencies on a Civil Rights Intranet. This resource would enable civil rights agencies to have immediate access to tract level data during the course of investigations and reviews. Other uses of this system could include a government-wide index of administrative decisions, letters of findings, and entities under civil rights investigation. (\$350,000) (new)

B. Proposed by DOL-OCR

- Coordination between DOJ and OMB. In order to achieve enhanced civil rights enforcement, OMB will be required to review the civil rights enforcement function on a cross-cutting basis to achieve performance goals. DOJ could work with OMB and the respective agencies to promote a comprehensive civil rights agenda. This would provide the framework and overall reporting relationships to integrate civil rights enforcement within the budget process. (\$90,000) (new)

C. Proposed by DOL-OFCCP

- The Civil Rights Working Group, made up of all the civil rights agencies in the Federal government and a liaison from the White House, should be formalized and meet on a regular basis to integrate efforts to achieve civil rights in America.
- Coordination with DOJ and Veterans Affairs. Increase compliance on national origin discrimination and to share a database with Veterans Affairs so that veterans have equal employment opportunities. (\$400,000) (new)

D. Proposed by ED-OCR

- Intranet technology. Civil rights enforcement agencies need to improve their communication network. Intranet technology could be used to create a network for used by selected civil rights enforcement agencies. The system could be used for various purposes such as sharing data; posting information like current research, historical document, special alerts, best practices, scheduled meetings/conferences, newsworthy events, and training opportunities. The system could also be used to communicate essential information and materials to agencies' staff on Presidential initiatives. (\$100,000 to 500,000) (new)

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RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Todd A. Summers (CN=Todd A. Summers/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 4-DEC-1997 09:49:43.00

SUBJECT: TALKING POINTS and Q&A FOR PRESIDENT'S ADVISORY COUNCIL MEETING

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sarah A. Bianchi (CN=Sarah A. Bianchi/OU=OMB/O=EOP [UNKNOWN])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Richard J. Turman (CN=Richard J. Turman/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Joseph P. Lockhart (CN=Joseph P. Lockhart/OU=WHO/O=EOP @ EOP [WHO])
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TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
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TO: Craig T. Smith (CN=Craig T. Smith/OU=WHO/O=EOP @ EOP [WHO])
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TO: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])
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TO: Barry J. Toiv (CN=Barry J. Toiv/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Joshua Gotbaum (CN=Joshua Gotbaum/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Michael D. McCurry (CN=Michael D. McCurry/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

TALKING POINTS ON REPORT FROM
PRESIDENT'S ADVISORY COUNCIL ON HIV/AIDS

The Clinton Administration continues its aggressive campaign against the
AIDS epidemic
Obtained substantial increases in AIDS funding (discretionary programs at
HHS up 60% since start of term)
Established the HIV Vaccine Initiative, with goal of finding vaccine
against HIV within 10 years
Supported reauthorization and funding of Ryan White CARE Act - funding
nearly tripled since start of Administration
Supported research that resulted in the new treatments that are saving so

many lives - funding for AIDS research at NIH increased 50% since start of Administration

Increased specific Federal funding for the State AIDS Drug Assistance Program nearly 450% since 1996

Created and Supported the Office of National AIDS Policy

Protected Medicaid, which serves 50% of people with AIDS and 90% of children with AIDS

Role of the President's Advisory Council is to provide advice from the community

We understand frustration of Council members - this is a terrible epidemic that gives rise to strong emotions

If some members choose to resign, we respect but regret their decision - however, it would be our hope that they will stay at the table and work with the President to continue to make a difference

President and the Secretary will continue to work with the Council to review their reports and to respond quickly and decisively

The appropriateness of needle exchange programs should be determined by public health experts and scientists, not politicians

Administration worked aggressively to preserve the Secretary's authority to make determination on removing Congressionally imposed restriction on allowing local communities to decide on the use of federal funding for needle exchange programs

Authority should remain with the Secretary because she is the chief public health officer of this country and with community public health experts -- this is an issue for public health experts to resolve

Congress agreed, sustaining the Secretary's authority

Secretary is evaluating available scientific reviews of needle exchange programs to determine appropriate course of action

Q & A

Meeting of and Report from the

President's Advisory Council on HIV/AIDS

December, 1997

The PACHA accuses the Administration of having stalled on the AIDS crisis. Is this true?

No. President Clinton and his Administration remain fully engaged in the effort to end this epidemic. We have supported substantial increases in AIDS funding for care, prevention, and research, even at a time when overall discretionary funding has been tight.

Our accomplishments are remarkable. Investments in AIDS research have resulted in powerful new treatments that have helped reduce the numbers of AIDS deaths for the first time since the start of the epidemic. The Ryan White program, now funded at over a billion dollars, has allowed for a broad array of primary care and supportive services that is unparalleled. We have established a major initiative to find a vaccine against HIV within ten years.

The PACHA is expressing understandable frustration with a devastating epidemic. Presidential advisory councils are not intended to serve as rubber stamps; on the contrary, they are intended to provide independent, objective advice to the Administration. No doubt they are using this public document as a means to continue their advocacy with this

Administration.

What do you say to the PACHA members who are threatening to resign if the Administration does not approve needle exchange programs?

We certainly understand the frustration of some of members of the President's Advisory Council on HIV/AIDS (PACHA). While their participation in the PACHA process is the most effective way for them to work with the Administration, they certainly have the right to choose to remove themselves. Unfortunately, that means that they will not have a voice at the table.

This Administration is very concerned about the continued spread of this epidemic, and is seriously reviewing the impact of needle exchange programs on curtailing HIV transmission among injection drug abusers. We worked diligently with the Congress to maintain the authority of the Secretary of Health and Human Services to remove the current restriction on the use of federal funds by local communities that choose to implement needle exchange programs. We did this because we believe that this is an issue best left to the public health experts and not to the politicians.

Is the President going to allow funding for needle exchange programs? The decision to lift the Congressionally imposed restriction on the use of federal funds for needle exchange programs has been vested by Congress with the Secretary of Health and Human Services. She has not yet made that determination because she is studying the benefit of those programs in reducing HIV transmission and their impact on the use of illegal drugs. This is not the simple and obvious decision as has been characterized by AIDS activists. On the contrary, this nation has an epidemic of illegal drug use and we do not want to support something to address AIDS that will undermine our efforts on the drug epidemic. The President will continue to support the Secretary's process, and respects her ability to make a decision on needle exchange that is grounded in science and public health.

The PACHA is debating HIV names reporting? What is that and what is the Administration's position?

Many AIDS advocates, epidemiologists, and government officials now believe that our efforts to fight the AIDS epidemic would be improved with better information on the incidence of HIV infection. We currently rely primarily on the numbers of AIDS diagnoses or deaths as a measure of where this epidemic is currently and where it seems to be moving. However, because more and more people are living longer and longer with HIV and not progressing to AIDS, this data is increasingly out of pace with the front edge of the epidemic. This reduces our ability to initiate the kind of proactive prevention efforts necessary to stem the tide of new infections.

However, we are also very mindful of the very real concerns around confidentiality. The fear of disclosure of a positive HIV test result may inhibit many from getting tested, which is the first step in accessing medical care and avoiding further transmission. The Administration will continue to work with government and community experts to determine the best way to balance the need for more timely information on new infections with the imperative to promote HIV testing and access to care for those infected.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Virginia N. Rustique (CN=Virginia N. Rustique/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME: 4-DEC-1997 10:31:01.00

SUBJECT: RESCHEDULE: 12/8 Gov. Chiles mtg.

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Fred DuVal (CN=Fred DuVal/OU=WHO/O=EOP @ EOP [WHO]).
READ:UNKNOWN

TO: Emily Bromberg (CN=Emily Bromberg/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jeffrey A. Forbes (CN=Jeffrey A. Forbes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Suzanne Dale (CN=Suzanne Dale/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

Gov. Chiles needs to move the meeting back to 2:30pm. Pls. let me know if you can't make the new time. Thanks.

----- Forwarded by Virginia N. Rustique/WHO/EOP on
12/04/97 10:28 AM -----

VIRGINIA N. RUSTIQUE
12/03/97 05:41:28 PM
Record Type: Record

To: Fred DuVal/WHO/EOP, Emily Bromberg/WHO/EOP, Elena Kagan/OPD/EOP
cc: Laura Emmett/WHO/EOP, Suzanne Dale/WHO/EOP, Jeffrey A. Forbes/WHO/EOP
Subject: Gov Chiles mtg Dec 8

John will meet w/ Gov. Chiles and staff re: tobacco on Mon., 12/8, from 2-3pm.

Please let me know if you can attend. Thanks.

----- Forwarded by Virginia N. Rustique/WHO/EOP on
12/03/97 05:39 PM -----

Fred Duval 12/02/97 10:41:22 AM

Record Type: Record

To: John L. Hilley/WHO/EOP
cc:
Subject: Gov Chiles mtg Dec 8

Emily Bromberg and I would like to join your meeting with Gov Chiles next week if OK with you.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 4-DEC-1997 10:32:22.00

SUBJECT: Immig. Field Hearing

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Miriam H. Vogel (CN=Miriam H. Vogel/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:
FYI.

----- Forwarded by Julie A. Fernandes/OPD/EOP on 12/04/97
10:35 AM -----

INGRID M. SCHROEDER
12/04/97 10:26:50 AM
Record Type: Record

To: See the distribution list at the bottom of this message
cc:
Subject: Immig. Field Hearing

FYI -
The Deputy AG has been asked to testify at a Dec. 17th Senate Judiciary Subcommittee on Immigration field hearing in Miami on legislative relief for Haitian immigrants.

Will keep you posted.

Message Sent

To: _____
Steven M. Mertens/OMB/EOP
Debra J. Bond/OMB/EOP
Joseph G. Pipan/OMB/EOP
Evan T. Farley/OMB/EOP
Julie A. Fernandes/OPD/EOP
WARNATH_S @ A1@CD@LNGTWY
Peter G. Jacoby/WHO/EOP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP [PIR])

CREATION DATE/TIME: 4-DEC-1997 11:04:05.00

SUBJECT: THANK YOU

TO: Michael D. McCurry (CN=Michael D. McCurry/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Rahm I. Emanuel (CN=Rahm I. Emanuel/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karen Tramontano (CN=Karen Tramontano/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: David Campt (CN=David Campt/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Anne D. Cutler (CN=Anne D. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Michael J. Sorrell (CN=Michael J. Sorrell/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Douglas J. Band (CN=Douglas J. Band/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Grace A. Garcia (CN=Grace A. Garcia/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Nelson Reyneri (CN=Nelson Reyneri/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Ann F. Walker (CN=Ann F. Walker/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Linda L. Moore (CN=Linda L. Moore/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elisa Millsap (CN=Elisa Millsap/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Katherine Hubbard (CN=Katherine Hubbard/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Beverly J. Barnes (CN=Beverly J. Barnes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Anthony R. Bernal (CN=Anthony R. Bernal/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: GERHARDT_K (GERHARDT_K @ A1 @ CD @ LNGTWY [UNKNOWN]) (WHO)
READ:UNKNOWN

TO: HILLIARD_B (HILLIARD_B @ A1 @ CD @ LNGTWY [UNKNOWN]) (NSC)
READ:UNKNOWN

TO: June Shih (CN=June Shih/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Setti D. Warren (CN=Setti D. Warren/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ruby Shamir (CN=Ruby Shamir/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ann T. Eder (CN=Ann T. Eder/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sean P. Maloney (CN=Sean P. Maloney/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Dorinda A. Salcido (CN=Dorinda A. Salcido/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Cecily C. Williams (CN=Cecily C. Williams/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karen E. Finney (CN=Karen E. Finney/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Cynthia M. Jasso-Rotunno (CN=Cynthia M. Jasso-Rotunno/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karen E. Skelton (CN=Karen E. Skelton/OU=WHO/O=EOP [WHO])
READ:UNKNOWN

TO: Angelique Pirozzi (CN=Angelique Pirozzi/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sara M. Latham (CN=Sara M. Latham/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: PODESTA_J (PODESTA_J @ A1 @ CD @ LNGTWY [UNKNOWN]) (WHO)
READ:UNKNOWN

TO: DAVIES_G (DAVIES_G @ A1 @ CD @ LNGTWY [UNKNOWN]) (NSC)
READ:UNKNOWN

TO: David S. Beaubaire (CN=David S. Beaubaire/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Kimberly H Tilley (CN=Kimberly H Tilley/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Wendy Hartman (CN=Wendy Hartman/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Lisa A. Berg (CN=Lisa A. Berg/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Simeona F. Pasquil (CN=Simeona F. Pasquil/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Barry J. Toiv (CN=Barry J. Toiv/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Stephanie S. Streett (CN=Stephanie S. Streett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Dan K. Rosenthal (CN=Dan K. Rosenthal/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Christa Robinson (CN=Christa Robinson/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Craig T. Smith (CN=Craig T. Smith/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Kristen E. Panerali (CN=Kristen E. Panerali/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Kevin S. Moran (CN=Kevin S. Moran/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Joshua Silverman (CN=Joshua Silverman/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Michael D. Malone (CN=Michael D. Malone/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Joshua A. King (CN=Joshua A. King/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Jeffrey A. Forbes (CN=Jeffrey A. Forbes/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Jason S. Goldberg (CN=Jason S. Goldberg/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Michelle A. Enger (CN=Michelle A. Enger/OU=OMB/O=EOP @ EOP [OMB])

READ:UNKNOWN

TO: Anne M. Edwards (CN=Anne M. Edwards/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Michelle Crisci (CN=Michelle Crisci/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Rebecca A. Cameron (CN=Rebecca A. Cameron/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Laura K. Capps (CN=Laura K. Capps/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Kris M Balderston (CN=Kris M Balderston/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Douglas B. Sosnik (CN=Douglas B. Sosnik/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Janet Murguia (CN=Janet Murguia/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Robert B. Johnson (CN=Robert B. Johnson/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Brenda Toineeta (CN=Brenda Toineeta/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

TO: Jennifer M. Palmieri (CN=Jennifer M. Palmieri/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Kara Gerhardt (CN=Kara Gerhardt/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Chandler G. Spaulding (CN=Chandler G. Spaulding/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

TO: Stacie Spector (CN=Stacie Spector/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Michael Wenger (CN=Michael Wenger/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

TO: Ilia V. Velez (CN=Ilia V. Velez/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Minyon Moore (CN=Minyon Moore/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Andrew J. Mayock (CN=Andrew J. Mayock/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Emily Bromberg (CN=Emily Bromberg/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: SPECTOR_S (SPECTOR_S @ A1 @ CD @ LNGTWY [UNKNOWN]) (WHO)

READ:UNKNOWN

TO: ELKON_N (ELKON_N @ A1 @ CD @ LNGTWY [UNKNOWN]) (NSC)

READ:UNKNOWN

TO: Brenda M. Anders (CN=Brenda M. Anders/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Christopher Wayne (CN=Christopher Wayne/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Julia M. Payne (CN=Julia M. Payne/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Susan L. Hazard (CN=Susan L. Hazard/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: James M. Teague (CN=James M. Teague/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jacquelyn J. Bennett (CN=Jacquelyn J. Bennett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Christopher J. Lavery (CN=Christopher J. Lavery/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Nicholas R. Baldick (CN=Nicholas R. Baldick/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Mark Hunker (CN=Mark Hunker/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lori L. Anderson (CN=Lori L. Anderson/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: JOSHI_M (JOSHI_M @ A1 @ CD @ LNGTWY [UNKNOWN]) (NSC)
READ:UNKNOWN

TO: LEAVY_D (LEAVY_D @ A1 @ CD @ LNGTWY [UNKNOWN]) (NSC)
READ:UNKNOWN

TO: Terri J. Tingen (CN=Terri J. Tingen/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ansley Jones (CN=Ansley Jones/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Joe Keohan (CN=Joe Keohan/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Aviva Steinberg (CN=Aviva Steinberg/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Daniel Wexler (CN=Daniel Wexler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jordan Tamagni (CN=Jordan Tamagni/OU=WHO/O=EOP @ EOP [UNKNOWN])
READ:UNKNOWN

TO: Laura D. Schwartz (CN=Laura D. Schwartz/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jonathan Murchinson (CN=Jonathan Murchinson/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Jaycee A. Pribulsky (CN=Jaycee A. Pribulsky/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Mary Morrison (CN=Mary Morrison/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Stephen B. Silverman (CN=Stephen B. Silverman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Anne E. McGuire (CN=Anne E. McGuire/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karin Kullman (CN=Karin Kullman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Kirk T. Hanlin (CN=Kirk T. Hanlin/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jeremy M. Gaines (CN=Jeremy M. Gaines/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Paul K. Engskov (CN=Paul K. Engskov/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jennifer D. Dudley (CN=Jennifer D. Dudley/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Kelly Craighead (CN=Kelly Craighead/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Phillip Caplan (CN=Phillip Caplan/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

For all of you who played any part in the preparations for and implementation of the Town Hall meeting in Akron yesterday, thank you for the tremendous teamwork that made the meeting a success. So many people worked extremely hard to make the meeting work, and it did work. Thank you.

For many in the country, it may have been their first exposure to the President's Race Initiative. For them, I believe it was a tremendous introduction to what the President hopes to accomplish with the Initiative.

We on the Initiative staff can always do more and better. I welcome any

suggestions that you may have for us for specific events, such as town meetings, or any other aspects of what we want to accomplish.

Thank you again!

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 4-DEC-1997 11:20:32.00

SUBJECT: Status of Virtual University POTUS memo

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Mary L. Smith (CN=Mary L. Smith/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

The memo Kalil is doing on long distance learning for POTUS will be for a small \$50 million pilot program. I've continued to push that the goal of the program be focused on students: making information on the programs available, making financial aid programs cover these kind of classes, accrediting programs that deserve it so the degrees have meaning. Most of the actual money is still for software type development but the memo will reflect the notion that the goal is to make it easier for students/workers to usefully take advantage of this new technology. The financial aid commitment so far seems pretty symbolic. In meetings yesterday all Education was willing to do was expand the Pell grant so that computers are counted as part of students' need calculation. We asked them to go back and look at other things, including Life long learning.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 4-DEC-1997 11:29:17.00

SUBJECT: children's ssi

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

Sylvia's assistant Nelson Reyneri is giving her an update today at 1:15 on where SSA is on its children's SSI report, and he asked me to come along to help. Hope this is OK with you.

Just to bring you up to speed: Basically, the content of the report looks good. It is similar to what we heard last month. SSA concludes that overall they did a good job on the redeterminations of children's eligibility, but they identified three problem areas that they will address: mental retardation, accuracy of redeterminations in some states, and appeal rights. As a result, they will review the cases of approximately 60,000 children who were cut off, and give all of the 75,000 families who didn't appeal or request continuation of benefits during an appeal a new opportunity to do so. The big remaining issue is that the report is not written well. It does not provide clear answers to the most obvious questions, and it is overly defensive in many places. So we are pointing out problem areas to them.

Timing-wise, they hope to release it next week or early the week after. Sylvia doesn't want it to go too late.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: June G. Turner (CN=June G. Turner/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME: 4-DEC-1997 11:38:46.00

SUBJECT: Benchmarking meeting

TO: Robert N. Weiner (CN=Robert N. Weiner/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Peter A. Weissman (CN=Peter A. Weissman/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Alice H. Williams (CN=Alice H. Williams/OU=CEA/O=EOP @ EOP [CEA])
READ:UNKNOWN

TO: Dawn M. Chirwa (CN=Dawn M. Chirwa/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sally Katzen (CN=Sally Katzen/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Ora Theard (CN=Ora Theard/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Miriam H. Vogel (CN=Miriam H. Vogel/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Wendy A. Taylor (CN=Wendy A. Taylor/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Phyllis Kaiser-Dark (CN=Phyllis Kaiser-Dark/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

There will be a Benchmarking meeting on Friday, December 5 at 1:00 pm. I am trying to reserve the Ward Room and will send another e-mail to confirm. I hope this time works because we're locked into it.

Attendees:

Sylvia Mathews
Chuck Ruff
Janet Yellen
Elena Kagan
Maria Echaveste
Gene Sperling

Sally Katzen
Dawn Chirwa
Rob Weiner

Thanks.

66