



FEBRUARY 8, 1993

MEMORANDUM FOR JOHN PODESTA

FROM:

Bruce Reed *BR*

SUBJECT:

Reinventing Government Decision Memos

I am sending along decision memos for the executive orders and Presidential memoranda you should have received from OMB:

1. Executive Order to Reduce the Bureaucracy by 100,000
2. Executive Order to Cut Administrative Costs
3. Executive Order to Reduce Advisory Commissions by 33%
4. Memorandum to Restrict Use of Government Aircraft
5. Memorandum to Reduce Use of Government Vehicles
6. Memorandum to Reduce Various Perks

I have been working under the assumption that the White House staff cuts would be announced on Tuesday, and that these other measures would be announced on Wednesday. Let me know if that has changed.

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*

SUBJECT: Executive Order Reducing the Bureaucracy by at Least 100,000 Positions

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in the federal bureaucracy on Wednesday, February 10, 1993.

II. BACKGROUND\ANALYSIS: This Executive Order seeks to satisfy your campaign pledge to cut the federal bureaucracy by at least 100,000 positions through attrition, as a way to eliminate unnecessary layers of management and improve productivity.

One of every six dollars we spend on domestic programs goes to wages and benefits for federal workers -- not counting administrative costs. Eliminating 100,000 positions in the bureaucracy would save \$3-4 billion a year by FY 1996.

This measure will reduce the government's civilian workforce of 2.2 million people by four percent over the next three years. It orders OMB to issue detailed instructions directing executive departments and agencies with over 100 employees to achieve 25 percent of the cuts in FY 1993, 62.5 percent by the end of FY 1994 and 100 percent by FY 1995. At least ten percent of the reductions would come from management (Senior Executive Service, GS-14 and GS-15). Independent agencies are requested to make similar reductions voluntarily.

III. RECOMMENDATION: This action will help fulfill one of your most visible campaign promises. I recommend that you approve the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *B.R.*

SUBJECT: Proposed Executive Order To Cut Administrative Costs

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch administrative costs on Wednesday, February 10, 1993.

II. BACKGROUND\ANALYSIS: This proposed Executive Order is intended to satisfy your campaign pledge to cut administrative costs in the executive branch by three percent. The Order directs executive agencies and departments to break out administrative costs (to be defined by the Office of Management and Budget) as a separate line item category in their budget requests to OMB. The Order further directs that future budget requests must reflect reductions in the agencies' and departments' administrative expenses of one percent in FY 1994, three percent in FY 1995, six percent in FY 1996, and eleven percent in FY 1997 off the 1993 baseline. Independent agencies are requested to reduce their administrative expenses by the same amounts.

OMB estimates that these cuts would save \$2.4 billion a year by FY 1997.

III. RECOMMENDATION: I recommend that you sign the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*

SUBJECT: Proposed Executive Order Reducing Advisory Commissions

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in unnecessary advisory commissions on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: This Executive Order seeks to eliminate unnecessary executive branch advisory commissions. There are over 1,100 advisory commissions, approximately 700 of which have been created even though they are not required by statute.

These commissions issue 1,000 reports a year, cost taxpayers approximately \$150 million per year, and are spreading like kudzu. The State Department has an Advisory Committee of the International Commission on the Conservation of Atlantic Tunas and an Advisory Committee to the Inter-American Tropical Tuna Commission. The Transportation Department has a Commercial Fishing Industry Vessel Advisory Committee, a National Boating Safety Advisory Committee, a National Offshore Safety Advisory Committee, a Navigation Safety Advisory Council, and a Towing Safety Advisory Committee.

This proposed Order directs the Office of Management and Budget (OMB) to ensure that executive agencies and departments terminate not less than one-third of those advisory commissions not required by statute. Within 90 days after the date of the Order, executive agencies would be required to submit to OMB: 1) a justification for the continued existence or a recommendation for the termination of each nonstatutory committee and 2) a recommendation to Congress to continue or to terminate any advisory committee required by statute. Agencies and departments would be prohibited from creating or sponsoring any new advisory commission except in compelling circumstances and only with the

approval of the Director of OMB. Independent agencies are requested to comply voluntarily.

III. RECOMMENDATION: It is time to clean house in Washington. I recommend that you approve the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*

SUBJECT: Restricted Use of Government Aircraft

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in government perks and privileges on Wednesday, February 10.

II. BACKGROUND/ANALYSIS: This Memorandum limits use of government aircraft to select officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA), and requires that they (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsel Office; and (2) reimburse at full coach fare. This differs from current practice which allows agency heads to decide for themselves what represents "required use."

This action would make it explicit that you intend only a limited number of officials to have special access, and remove the presumption that every trip by even that limited group must be on government aircraft.

III. RECOMMENDATION: The memory of John Sununu is still fresh. I recommend that you approve issuance of this Presidential Memorandum.

IV. DECISION:

Approve  Approve As Amended  Reject  No Action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM:

BRUCE REED *BR*

SUBJECT:

Proposed Presidential Memorandum Reducing Use Of Government Vehicles By High-Level Government Officials

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch perks and privileges on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce the use of limousines by high-level government officials as follows:

Under current law, the President may designate six Executive Branch employees and ten additional officers for daily home-to-work transportation. In addition, each member of the Cabinet is authorized to designate a principal deputy to receive this "portal-to-portal" service.

The proposed Presidential Memorandum would limit portal-to-portal service to Cabinet members, the National Security Advisor and the White House Chief of Staff.

The proposed Memorandum also directs each federal department or agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of fiscal year 1993.

III. RECOMMENDATION: Portal-to-portal service was one of the most brazen abuses of privilege in the Bush Administration. Reducing home-to-work service will demonstrate your commitment to saving taxpayer dollars (without decreasing government efficiency) and show that you're not going to let your Administration lose touch with ordinary people. I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION

Approve  Approve as amended  Reject  No Action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*

SUBJECT: Proposed Presidential Memorandum To Reduce Various Perks

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in executive branch perks and privileges on Wednesday, February 10, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce perks of Executive Branch employees in the following ways:

Executive Dining Facilities - The Memorandum directs departments and agencies to recover costs for meals served in Executive Dining Rooms, including the White House Executive Mess. It also encourages Secretaries to voluntarily close dining rooms if they are not essential for the conduct of government business.

Fitness Club Facilities - The Memorandum ends the practice of paying for employees' membership at private health clubs (except where an employee's official duties require maintaining physical fitness). Agencies are directed to recover operating and equipment costs from employees who use fitness rooms provided by the agency.

Golf Courses - Government-owned golf courses would be opened to the public (except where the Secretary of Defense designates the course as exempted for security purposes in exceptional circumstances). The Memorandum directs that the costs of operation be recovered from users except in certain limited circumstances.

Conferences - The Memorandum requires that decisions on conference sites and employee attendance be based upon cost effectiveness. The Office of Management and Budget will issue further instructions necessary to implement this requirement.

Medical Services - Agencies are directed, to the extent permitted by law, to charge at least a nominal fee for medical services provided to their employees by the Public Health Service. Certain services, such as emergency care and occupational health

screening, are exempted. Military personnel and their dependents are also exempted from the fee requirement.

Agency Souvenirs and Gifts - Agencies are prohibited from using appropriated funds for the purchase of agency souvenirs or gifts.

OMB is directed to implement and ensure compliance with the requirements contained in the Memorandum.

III. RECOMMENDATION: I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION:

Approve     Approve as amended     Reject     No Action

M E M O R A N D U M

TO: Bruce Reed, Paul Weinstein  
FROM: Ann Walker  
DATE: February 5, 1993  
RE: Background Statistics  
cc: Kim Tilley, Eric Berman

---

Per Paul's request following is information on the 1981 thru 1992 statistics relating to federal government as well as an overview of government waste.

We met with Janet Handle about producing the charts and once we have determined which numbers you want to use, we will begin production. It is also our understanding that we will be creating broadcast charts of this information for media purposes.

WHITE HOUSE STAFF

1981:	394	Employees
1990:	396	
1992:	401	

(Using the Executive Office of the President numbers)

1981:	1,683	Employees
1990:	1,731	
1992:	1,890	

Clearly, the EOP are better numbers for contrast. Either actual numbers of percentage increases would both look good.

PERKS

The best example (for chart purposes) would be portal-to-portal vehicle use by the EOP. A bar chart would easily indicate the significant reduction.

Vehicles (EOP)

Pre-Clinton Home-to-Work Use: 17 vehicles  
Clinton Administration: 2 vehicles

LONG-TERM GROWTH IN FEDERAL BUREAUCRACY

Total Non-Defense Federal Employees:

1981:	2,909,000
1982:	2,871
1983:	2,878
1984:	2,935
1985:	3,001
1986:	3,047
1987:	3,075
1988:	3,113
1989:	3,133
1990:	3,121

These numbers, in contrast to the 100,000 cut proposal, will also be impressive.

The 3% cut in administrative costs need to be derived from the same numbers being used for the upcoming year. Otherwise, as could be the case with many of these numbers -- we are mixing "apples and oranges.

The only hard numbers we have been given are those associated with perks. The Office of the Counsel (Steve Warmath, et al) have been very helpful in getting us these numbers so we can base our research on the actuals.

Before we proceed any further, we need to get more direction on how and where these numbers are being derived, as well as what the current numbers are being used to determine reductions.

Let's review the materials at your earliest convenience.

**GOVERNMENT WASTE  
GETTING OUR HOUSE IN ORDER**

Overall

- One out of every five dollars spent by the government goes for overhead.
- The practice in many federal agencies is to exhaust funding in the last quarter to ensure adequate funding for the next fiscal year. During the past two decades, federal agencies have spent, on average, significantly more on travel in the final month of the fiscal year compared with the previous 11 months. A GAO review of 4th quarter spending in FY 1990 revealed that 15 of 28 agencies surveyed, including Congress, spent more than 25 percent of their funds in the fourth quarter.
- The number of airplanes owned by the federal government doubled in the 1980's from 675 to 1,374. The GAO reports that there has not been adequate accountability to justify the need for government-owned planes in many instances.
- In FY93, the entire Legislative Branch will spend \$33 million in travel as compared to the Executive Branch which as a whole will spend \$6.8 billion.
- During the decade of the 1980's, Congressional staff was reduced by five percent, while employment in the Executive Branch increased by eight percent. During the same period, the annual Executive Branch budget has grown 50 percent faster than the annual legislative budget. Congress cannot manage the daily operations of an Executive Branch agency. Only the president and his Cabinet can direct the people in each department and agency to responsibly sort through overhead costs, gleaning cuts that can be made and sensing where investments are required.

White House

- The number of military aircraft in the 89th Wing increased 120% during the Reagan/Bush era - from 10 in 1980 to 22 today.
- As many as 300 staffers accompanied President Bush when he travelled.
- The average cost for each of President Bush's trips exceeded \$1 million; in 1990, President Bush travelled outside of D.C. 117 days of the year.
- Congressional estimates are that President Bush and the White House staff spent between \$150 and \$300 million per year in travel.

### Department of Agriculture

- The Agricultural Stabilization and Conservation Service of USDA went from spending \$7,500 in 1987 to conduct its annual awards ceremony to \$674,000 in 1991. Included in the cost was \$35,830 for mugs, pens, attitude pins, canvas bags, portfolios and folders. This was in addition to the more than \$590,000 in travel costs for 1,084 award recipients. In just four years, 438 of the 707 Washington office employees received an award -- 63 percent.
- About 5 percent of the annual \$25 billion food stamp budget is lost to fraud.

### Department of Commerce

- While the Department of Commerce's mission is to promote the nation's international trade, economic growth, and technological advancement, over half of its budget is devoted to the National Oceanic and Atmospheric Administration (NOAA).
- The Department, through NOAA, administers the Fisheries Obligation Guarantee Program (FOG) to encourage continued investment in the U.S. fishing industry. The FOG program makes long-term, low-interest financing

### Department of Defense

- 8 out of 49 official trips were to former Defense Secretary Richard Cheney's home in Casper, Wyoming.
- Inventory records are so bad at the Defense Department that it bought \$30 billion in unnecessary inventories in recent years.
- The DOD routinely purchases 10 percent more than it needs for its inventory. For example, it has 1.2 million bottles of nasal spray in its inventory. It also has 50 different types of aspirin in storage dating back to 1945.
- The Defense Department is choking on regulations. For example, there are 12 pages of regulations on how to buy cream-filled cookies and 14 pages of regulations on how to buy fruitcakes.

### Department of Education

- The Department of Education is approving \$800,000 per day in student loans to ineligible recipients due to faulty computer systems, even though matching could prevent this waste.

- Since 1981 Education Department appropriations increased 85 percent yet staff positions decreased 30 percent, resulting in poorer monitoring and oversight of programs and technical assistance to grant recipients. New regulations are seriously backed up, training for staff is a low priority, and qualified financial analysts are lacking in the loan programs.

#### Department of Energy

- One Department of Energy contractor custom manufactured exotic personal items at government expenses, including a wood inlaid staircase, wine press, liquor still, grandfather clocks and thousands of intricately designed coins and medals. These gifts were manufactured in a high-security area of the DOE plant using government stockpiles of gold, silver, bronze, copper and hardwoods.
- The Department was not aware that one of its contractors had lost 10,000 secret government documents.
- A DOE contractor leased 58 vehicles as taxpayer expense, despite the fact that the contractor already had 1,100 vehicles and 800 bicycles to traverse the laboratory's 1.2 square mile site.

#### Department of Health and Human Services

- It costs \$57,000 in salaries for two stewards to run the senior staff cafeteria, open to 85 employees. Meals are \$4.50 for a buffet and \$3.50 for a salad bar.

#### Department of Housing and Urban Development

- In the Community Development Block Grant program, \$1.65 million was used by Troy, New York to fund a professional hockey team. In the same program, the owner of the Philadelphia Eagles applied to the city of Miami for funds to maintain his Cadillac/BMW/Rolls Royce dealership in Miami (fortunately, the grantee declined the loan after an invitation to testify before the House committee).

#### Department of Interior

- Of former Interior Secretary Manuel Lujan's 23 official trips from April 1990 to May 1991, 7 were to his Albuquerque home.
- The Interior Department's Bureau of Reclamation spent \$66 million subsidizing the cost of irrigating farmlands that produced surplus crops such as corn, barley, rice, and cotton. Meanwhile the Department of Agriculture paid those same farmers \$379 million to limit surplus crop production.

- The Bureau of Indian Affairs accounting system is so flawed that there was an inventory overstatement of \$538 million, including three chain saws valued at \$99 million each, one television valued at \$96 million, and two typewriters valued at \$77 million and \$42 million each.
- The Bureau of Indian Affairs was unable to account for 10 percent of the funds it manages (i.e., \$95 million).

#### Department of Justice

- The Department of Justice, under its asset forfeiture fund, paid a drug informant \$780,000 in one year -- more than three times the President's salary -- for information about drug activities.

#### Department of Labor

- In former Labor Secretary Lynn Martin's first three months in office, 3 of 8 taxpayer-funded trips were home to Chicago. The trips cost \$4003.38.

#### Department of Transportation

- Of former Transportation Secretary Samuel Skinner's 71 official trips in 1990, 16 were to his home in Chicago.
- The Los Angeles County Transportation Commission through its Metro Rail Commission has been charged with alleged abuses of expenditures totaling \$2.9 million over an 18-month period for meals, travel and company cars for the commission's 400 employees.

#### Department of Treasury

- The Treasury Secretary's Executive Dining Room provides meals of clam chowder, broiled lobster tail, vegetables and dessert: all for \$4.75.
- The IRS is currently owed over \$125 billion by deadbeat debtors, most of it from businesses and wealthy Americans. At least \$46 billion that can be collected may get written off because the IRS is moving too slowly and the statute of limitations may expire.
- The U.S. Mint has been mailing promotional materials first class when they could \$2.4 million by mailing third class. After resisting, the U.S. Mint is now embarking on a pilot project to do that.

Department of Veteran Affairs

- 26 out of 106 of his official trips from February 1989 to May 1991 were to former Veterans Affairs Secretary Edward Derwinski's home in Chicago. The bill for the trips when he spent at least his time in Chicago comes to \$11,202.50.

NASA

- Forty-three percent of nighttime contractor employees at NASA centers were found to be sleeping on the job, working on personal projects, and lying on their time sheets.

**THE WHITE HOUSE**

**WASHINGTON**

February 8, 1993

**MEMORANDUM FOR THE PRESIDENT**

**FROM:** Bruce Reed

**SUBJECT:** Restricted Use of Government Aircraft

I. **ACTION-FORCING EVENT:** You are tentatively scheduled to announce reductions in government perks and privileges on Wednesday, February 10.

II. **BACKGROUND/ANALYSIS:** This Memorandum limits use of government aircraft to select officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA), and requires that they (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsel Office; and (2) reimburse at full coach fare. This differs from current practice which allows agency heads to decide for themselves what represents "required use."

This action would make it explicit that you intend only a limited number of officials to have special access, and remove the presumption that every trip by even that limited group must be on government aircraft.

III. **RECOMMENDATION:** The memory of John Sununu is still fresh. I recommend that you approve issuance of this Presidential Memorandum.

IV. **DECISION:**

Approve  Approve As Amended  Reject  No Action

THE WHITE HOUSE  
WASHINGTON

Great  
Thanks

BR

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed

SUBJECT: Restricted Use of Government Aircraft

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce reductions in government perks and privileges on Wednesday, February 10.

II. BACKGROUND/ANALYSIS: This Memorandum limits use of government aircraft to select officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA), and requires that they (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsel Office; and (2) reimburse at full coach fare. This differs from current practice which allows the President and agency heads to give blanket authority. **decide for themselves what represents "required use."**

This action would make it explicit that you intend only a limited number of officials to have special access, and remove the presumption that every trip by even that limited group must be on government aircraft.

III. RECOMMENDATION: I recommend that you approve issuance of this Presidential Memorandum.

~~...of this printing has been reviewed by the...~~  
~~...~~  
~~...~~  
The memory of John Sununu is still fresh.  
~~...~~  
~~...~~

IV. DECISION:

Approve  Approve As Amended  Reject  No Action

THE WHITE HOUSE

WASHINGTON

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: <sup>tab</sup> ~~Sarah Frasco, Assistant to the President for Domestic Policy,~~  
~~Bruce Reed, Deputy Assistant to the President for Domestic Policy,~~

SUBJECT: <sup>tab</sup> Restricted Use of Government Aircraft

I. ACTION-FORCING EVENT: You are tentatively scheduled to announce ~~this~~ <sup>tab</sup> restriction on government ~~airline use~~ <sup>reduction in</sup> on ~~Tuesday, February 9, 1993~~ <sup>Wed. Feb 10,</sup> ~~in~~ <sup>press privileges</sup>

II. BACKGROUND/ANALYSIS: Following the Sununu flight abuse incident, Richard Darman authorized on January 18, 1989 [updated May 22, 1992] Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." The Circular contains guidance to the Federal agencies on acquiring, managing, using, accounting for the costs of, and disposing of aircraft. ~~Though useful~~ the Circular contains gaps which provide potential for continued abuse of government aircraft.

*limit use of govt aircraft to select*

This Memorandum ~~supplements the Circular by providing a very limited list of~~ officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA), ~~authorized to use government aircraft for what OMB Circular No. A-126 calls "required use" (i.e. exceptional security, communications, and scheduling needs) for what would otherwise be non-governmental purposes. Further~~ <sup>and</sup> it requires that ~~these individuals~~ <sup>they</sup> (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsel's Office; and (2) reimburse at full coach fare. This differs from current practice which allows the President and agency heads to give blanket ~~"required use"~~ authority.

*This action*

<sup>to have special</sup> Hence, ~~this~~ <sup>tab</sup> would make it explicit that you intend ~~that~~ only a limited number of officials ~~have such~~ access. ~~In so doing it would also~~ remove the presumption that every trip by even that limited group must be on ~~government aircraft. The~~ <sup>tab</sup> requirement to reimburse already exists. ~~This would reaffirm it.~~

III. RECOMMENDATION: We recommend that you approve issuance of this Presidential Memorandum.

IV. DECISION:

Approve  Approve As Amended  Reject  No Action

**THE WHITE HOUSE**

**WASHINGTON**

**February 8, 1993**

**MEMORANDUM FOR THE PRESIDENT**

**FROM:** Carol Rasco and Bruce Reed

**SUBJECT:** Restricted Use of Government Aircraft

**I. ACTION-FORCING EVENT:** Tentative scheduled announcement.

**II. BACKGROUND/ANALYSIS:** Following the Sununu flight abuse incident, Richard Darman authorized on January 18, 1989 [updated May 22, 1992] Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." The Circular contains guidance to the Federal agencies on acquiring, managing, using, accounting for the costs of, and disposing of aircraft. Though useful the Circular contains gaps which provide potential for continued abuse of government aircraft.

This Memorandum supplements the Circular by providing a very limited list of officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA) authorized to use government aircraft for what OMB Circular No. A-126 calls "required use" (i.e. exceptional security communications and scheduling needs) for what would otherwise be non-governmental purposes. Further, it requires that those individuals (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsels' Office; and (2) reimburse at full coach fare. This differs from current practice which allows the President and agency heads to give blanket "required use" authority.

Hence, this would make it explicit that you intend that only a limited number of officials have such access. In so doing it would also remove the presumption that every trip by even that limited group must be on a government aircraft. The requirement to reimburse already exists. This would reaffirm it.

**III. RECOMMENDATION:** Approve.

**IV. DECISION:**

Approve    Approve As Amended    Reject    No Action



THE DIRECTOR

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

**DRAFT**

## MEMORANDUM FOR THE PRESIDENT

**FROM:** Leon E. Panetta  
Director

**SUBJECT:** Proposed Executive Order Entitled "Deficit Control and Productivity Improvement in the Administration of the Federal Government"

**SUMMARY:** This forwards for your consideration a proposed Executive order that was submitted by the White House Counsel. The proposed order would require Executive departments and agencies to reduce their administrative expenses by an average of three percent annually over the next four years.

**BACKGROUND:** During the Presidential campaign, you stated an intention to reduce federal administrative costs by three percent annually. The proposed order would carry out that commitment.

The order would direct all Executive departments and agencies to include a separate category for "administrative expenses" in their appropriation requests to the Office of Management and Budget for fiscal years 1994 through 1997. The order would direct the agencies to submit in fiscal years 1994 through 1997, budget requests that respectively reflect reductions in their administrative expenses of five, eight, eleven, and fourteen percent from the 1993 baseline.

To enforce the reductions, the order would authorize the Director of the Office of Management and Budget to reduce an agency's request for administrative expenses to the extent that an agency fails to meet the annual goal. The order would also request independent agencies to reduce their administrative expenses by the same percentages as the Executive agencies.

**RECOMMENDATION:** I recommend that you sign the proposed Executive order.

DEFICIT CONTROL AND PRODUCTIVITY IMPROVEMENT  
IN THE ADMINISTRATION OF THE FEDERAL GOVERNMENT

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Budget and Accounting Act of 1921, as amended (31 U.S.C. 1101 et seq.), and section 301 of title 3, United States Code, and in order to assist in the control of the federal deficit and improve the administrative productivity of the federal government, it is hereby ordered as follows:

Section 1. All executive departments and agencies shall include a separate category for "administrative expenses" when submitting their appropriation requests to the Office of Management and Budget (OMB) for fiscal years 1994 through 1997. The Director of OMB (Director), in consultation with the agencies, shall establish and revise as necessary a definition of administrative expenses for the agencies. All questions regarding the definition of administrative expenses shall be resolved by the Director.

Sec. 2. The purpose of this order is to achieve real reductions in the administrative costs of federal agencies. In order to accomplish that goal, agencies shall submit budgets that reflect the following reductions from the fiscal year 1993 baseline:

(a) For fiscal year 1994, all agencies shall submit budget requests that reflect no less than a 5% reduction in administrative expenses from the amount made available for fiscal year 1993 adjusted for inflation;

(b) For fiscal year 1995, all agencies shall submit budget requests that reflect no less than an 8% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(c) For fiscal year 1996, all agencies shall submit budget requests that reflect no less than an 11% reduction in

administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation:

(d) For fiscal year 1997, all agencies shall submit budget requests that reflect no less than a 14% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation.

Sec. 3. The Director shall review agency requests for administrative expenses. The Director shall ensure that all agency requests for such expenses are reduced in accordance with section 2 of this order. To the extent that any agency fails to comply with the mandates of section 2, the Director is authorized to reduce the request for administrative expenses in that agency's budget to achieve the appropriate reduction.

Sec. 4. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

200 4/3/93  
DRAFT

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Memorandum Regarding Use of Vehicles by  
High-Level Government Officials

SUMMARY: This forwards for your consideration a proposed memorandum that was submitted by the White House Counsel. The proposed memorandum would reduce by about one-half the number of Executive branch employees who are authorized to use a government vehicle for daily home-to-work transportation. It would also reduce by one-half the number of executive motor vehicles owned or leased by federal agencies.

BACKGROUND: Current law specifies the Executive Branch employees (by category or by position title) who may be provided home-to-work transportation. One category is 6 officers of the Executive Office of the President, and 10 additional officers, as designated by the President. Another category is a principal deputy to each of the 17 officials compensated at Level I of the Executive Schedule (these are essentially the deputies to Cabinet members).

The proposed memorandum would provide that, of the 16 designations the President may make, only two would be made -- the Assistant to the President for National Security Affairs and the Chief of Staff of the White House. The memorandum would also provide that none of the 17 principal deputies of Cabinet officers would be authorized to use a government vehicle for daily transportation.

As a result of the memorandum, the only Executive Branch officers authorized to use a government vehicle for home-to-work transportation in the United States would be the: President, Vice President, 17 Cabinet officers, certain national security officials, the Ambassador to the United Nations, the Director of the Federal Bureau of Investigation and the Chairman of the Federal Reserve.

Finally, the proposed memorandum would direct each federal agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of fiscal year 1993.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

**DRAFT**

**MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES**

**SUBJECT: Use of Government Vehicles**

The use of government vehicles for daily home-to-work transportation of high-level executive branch officials is a privilege designed to facilitate the efficient operation of the government and to provide security to key government employees with substantial military and national security responsibilities. In the past, however, this privilege has been abused by certain executive branch officials and has come to exemplify a government out of touch with the American people. Using such perquisites of office outside of the scope of our mission to serve the public is unacceptable. Accordingly, I believe that there must be a strong presumption against the general granting of this privilege absent security concerns or compelling operational necessity.

The Use of Government Vehicles Act authorizes me to designate up to six employees in the Executive Office of the President to receive daily home-to-work transportation in government vehicles. In addition, the Act allows me to designate up to ten additional employees of federal agencies to receive this benefit. However, for the reasons stated above, in my Administration, no officer or employee of the Executive Office of the President or any other federal agency is authorized by me to receive use of a government vehicle for daily home-to-work transportation pursuant 31 U.S.C. 1334 (b)(1)(B)&(C). The only exceptions, for compelling national security reasons, are the Assistant to the President for National Security Affairs and the Chief of Staff of the White House.

The Use of Government Vehicles Act also allows Cabinet Secretaries and other Executive Level I officials to authorize one principal deputy to use a government vehicle for daily home-to-work transportation. The use of government vehicles for this purpose is simply not appropriate for government officials at this level absent security or operational requirements. Accordingly, by this Memorandum I am instructing you to refrain from authorizing the use of government vehicles for your deputies for daily home-to-work transportation. This Memorandum does not prevent you from authorizing the temporary

use of government vehicles in accordance with the requirements of the Use of Government Vehicles Act.

I further direct each executive department or agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by at least 50% by the end of fiscal year 1993. Each agency will report on its compliance to the Director of the Office of Management and Budget at that time. I order the Director of Office of Management and Budget, in consultation with the General Service Administration, to issue any further directives necessary to implement this Memorandum and to monitor compliance.

Finally, I urge the head of each agency to strictly enforce the governmentwide regulations prohibiting the unauthorized use of government vehicles, including the use of corrective or disciplinary action where appropriate.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Memorandum Restricting the Use of  
Government Aircraft

SUMMARY: This memorandum forwards for your consideration a proposed memorandum that was submitted by the White House Counsel. The proposed memorandum would restrict use of government aircraft by senior executive branch officials.

BACKGROUND: The proposed memorandum would prohibit senior officials from using government aircraft for non-governmental purposes. A limited exception would be made for the Secretaries of State and Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence. They would be permitted to use government aircraft for non-governmental purposes, but only upon reimbursement of full coach fare and with authorization by the President (or the President's representative) based on a finding that a security threat exists or continuous secure communication is required.

The memorandum would require that, with limited exceptions, government aircraft could not be used for government travel if commercial airline or aircraft service is reasonably available. It would also require that first class travel not be used, unless no other commercial service is reasonably available, or first class travel is necessary by reason of disability or medical condition.

It would also require all use of government aircraft by senior executive branch official to be documented and disclosed to the public. Moreover, the memorandum would require all agencies to report to the Office of Management and Budget (OMB) on their continuing need for passenger use aircraft in their inventories. OMB would review the agency reports to evaluate current aircraft use policies.

The memorandum would apply to civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

DRAFT

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES AND  
EMPLOYEES OF THE EXECUTIVE OFFICE OF THE  
PRESIDENT

SUBJECT:           Restricted Use of Government Aircraft

The taxpayers should pay no more than absolutely necessary to transport government officials. The public should only be asked to fund necessities, not luxuries, for its public servants. I describe in this memorandum the limited circumstances under which senior executive branch officials are authorized to use government aircraft.

In general, government aircraft (either military or owned and operated by a particular agency) shall not be used for non-governmental purposes. Uses other than those that constitute the discharge of an agency's official responsibilities are non-governmental.

The Secretary of State, Secretary of Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence may use government aircraft for non-governmental purposes, but only upon reimbursement at "full coach fare" and with my authorization on the grounds that a threat exists which could endanger lives or when continuous 24 hour secure communication is required.

When travel is necessary for governmental purposes, government aircraft shall not be used if commercial airline or aircraft (including charter) service is reasonably available, i.e., able to meet the traveler's departure and/or arrival requirements within a 24-hour period, unless highly unusual circumstances present a clear and present danger, an emergency exists, use of government aircraft is more cost effective than commercial air, or other compelling operational considerations make commercial transportation unacceptable. Such authorization must be in accordance with the May 22, 1992 Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." (The provisions and definitions of this Circular are to supplement but not replace the provisions in this Memorandum.) In addition, government funds shall not be used to pay for first-class travel, unless no other commercial service is reasonably available, or such travel is necessary for reasons of disability or medical condition.

In order to assist the Administrator of the General Services Administration's oversight of agency aircraft, all use of government aircraft by senior executive branch officials shall be documented and such documentation shall be disclosed to the public upon request unless classified. Each agency and the Executive Office of the President shall report semi-annually to the General Services Administration and the Office of Management and Budget data relating to the amount of travel on government aircraft by such officials at government expense and the amount of reimbursements collected for travel for non-governmental purposes.

In addition, all agencies are directed to report to OMB within 60 days of this order on their continuing need for aircraft configured for passenger use in their inventories. OMB, in turn, shall evaluate the sufficiency and effectiveness of current policies. Such review should include a public comment process.

The memorandum shall apply solely to senior executive branch officials. For purposes of this memorandum, senior executive branch officials are civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

Thank you for your assistance in implementing these restrictions.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

**DRAFT**

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Memorandum Regarding Government Fiscal  
Responsibility and Reducing Perquisites

SUMMARY: This memorandum forwards for your consideration a proposed memorandum submitted by the Office of Domestic Policy. The proposed memorandum would direct executive agencies to reduce certain perquisites of government office.

BACKGROUND: The proposed memorandum would prohibit agency executive dining facilities and the White House Executive Mess from providing below-cost meals. It would also encourage agency heads to close executive dining facilities that are not essential for government service.

The memorandum would prohibit agencies from paying for or subsidizing employees' membership in private health clubs, except for employees whose official duties require maintaining physical fitness. Additionally, agencies would be required to recover operating and equipment costs from the users of any agency fitness room facilities.

The memorandum would require that government-owned golf courses be opened for use by the public. Costs of operating the courses would be recovered from course users, except for courses in remote or isolated areas.

The memorandum would require agencies not to select conference sites without evaluating the cost differences of prospective locations. It would also require agencies to charge a nominal fee for medical services provided to their employees by the Public Health Service. Military personnel and their dependents would be excepted from this requirement. Moreover, it would bar agencies from using appropriated funds for souvenirs or gifts designed to promote or advertise the agencies.

The memorandum would require the Office of Management and Budget to take actions necessary to carry out the memorandum.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES  
AND EMPLOYEES OF THE EXECUTIVE OFFICE OF  
THE PRESIDENT

SUBJECT: Government Fiscal Responsibility and  
Reducing Perquisites

To promote government fiscal responsibility by cutting the perquisites and excesses of government office, it is hereby ordered as follows:

Section 1. Executive Dining Facilities

Executive dining facilities in the executive departments and agencies and the White House Executive Mess will not be permitted hereafter to provide below-cost meals. The Office of Management and Budget, after consultation with the agencies as needed, will develop promptly a plan and issue any directives required to recover the costs of meals served in these executive dining rooms.

I strongly support the decision of those Secretaries who have concluded that they do not need an executive dining room for the conduct of their agency's business and have closed and converted them to other uses. I therefore am requesting the other heads of agencies to review their official needs and close voluntarily executive dining facilities that are not essential for the regular conduct of government business.

Section 2. Fitness Club Facilities

The practice of paying for or subsidizing employees' membership or use of private health clubs will no longer be permitted (except for employees, such as law enforcement personnel, whose official duties require maintaining physical fitness).

Agencies providing fitness room facilities must recover operating and equipment costs from users of those facilities. Agencies may still provide space, rent and utilities for such facilities.

### **Section 3. Golf Courses**

Government-owned golf courses will be opened for use by the public. In addition, the costs of operation will be recovered from users of these courses, except for golf courses located in remote or isolated areas. Subsidies may be permitted for patients in medical or long term care facilities and military or civilian personnel in remote or isolated locations and for active and retired enlisted military personnel. The Secretary of Defense may designate exemptions from this section for security purposes in exceptional circumstances.

### **Section 4. Conferences**

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest. The Office of Management and Budget, after consultation with the agencies, will issue further directives necessary to implement this requirement.

### **Section 5. Medical Services**

Executive agencies will charge, to the extent permitted by law, at least a nominal fee for medical services provided to their employees by the Public Health Service, except for emergency care, and occupational health screening and treatment and some preventative care where reasonable and cost effective. These fees will be used by each agency to defray the cost of providing these services. Military personnel and their dependents will be excepted from this fee requirement.

### **Section 6. Agency Souvenirs and Gifts**

Agencies may not use appropriated funds, except representation funds, for souvenirs or gifts designed to promote or advertise the agency.

The Office of Management and Budget, in consultation with the Office of Personnel Management and General Services Administration, shall take such actions as may be necessary to implement this order and to ensure compliance.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

**DRAFT**

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Executive Order Entitled "Termination  
and Limitation of Federal Advisory Committees"

SUMMARY: This memorandum forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would direct executive departments and agencies to terminate one-third of the advisory committees that they sponsor.

BACKGROUND: Currently, executive agencies sponsor over 1,100 advisory committees. Of these, over 400 are required by statute and about 700 are not so required. The proposed order would initiate actions to reduce the number of committees not required by statute.

The order would direct executive agencies to terminate not less than one-third of their advisory committees that are not required by statute. Ninety days after the date of the order, executive agencies would be required to submit to the Office of Management and Budget (OMB) for each of their advisory committees: (1) a justification for the continued existence of any nonstatutory committee, and (2) a recommendation for Congress to continue or terminate any statutory committee.

In addition, executive agencies would be directed not to create a new advisory committee, unless the committee is required by statute or the agency head finds compelling considerations for creation of the committee and receives approval from OMB. OMB would be directed to grant such approval sparingly and only when compelled by considerations of national security, health or safety, or similar national interests.

Finally, OMB would be directed to issue detailed instructions to executive agencies regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

RECOMMENDATION: I recommend that you sign the proposed order.

EXECUTIVE ORDER

DRAFT

-----

TERMINATION AND LIMITATION  
OF FEDERAL ADVISORY COMMITTEES

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Federal Advisory Committee Act ("FACA"), as amended (5 U.S.C. App.), it is hereby ordered as follows:

Section 1. Each executive department and agency shall terminate not less than one-third of the advisory committees subject to FACA (and not required by statute) that are sponsored by the department or agency by no later than the end of fiscal year 1993.

Sec. 2. Within 90 days, the head of each executive department and agency shall submit to the Director of the Office of Management and Budget, for each advisory committee subject to FACA sponsored by that department or agency: (a) a detailed justification for the continued existence, or a brief description in support of the termination, of any advisory committee not required by statute; and (b) a detailed recommendation for submission to the Congress to continue or to terminate any advisory committee required by statute. The Administrator of the General Services Administration shall prepare such justifications and recommendations for each advisory committee subject to FACA and not sponsored by a department or agency.

Sec. 3. Effective immediately, executive departments and agencies shall not create or sponsor a new advisory committee subject to FACA unless the committee is required by statute or the agency head (a) finds that compelling considerations necessitate creation of such a committee, and (b) receives the approval of the Director of the Office of Management and Budget. Such approval shall be granted only sparingly and only

if compelled by considerations of national security, health or safety, or similar national interests. These requirements shall apply in addition to the notice and other approval requirements of FACA.

Sec. 4. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20003

DRAFT

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Executive Order Entitled "Reduction  
of 100,000 Federal Positions"

SUBJECT: This forwards for your consideration a proposed Executive order that was submitted by the White House Counsel. The proposed order would require Executive departments and agencies with over 100 employees to reduce their civilian personnel positions by four percent over the next three years.

BACKGROUND: During the Presidential campaign, you promised to reduce employment in the Federal government by 100,000 positions. The proposed Executive order would fulfill that promise.

The proposed order would require that, effective February 1, 1993, Executive departments and agencies with over 100 employees eliminate four percent of their civilian personnel positions over the next three fiscal years. This four percent reduction would result in the elimination of about 100,000 positions. The positions would be vacated through attrition and early out programs. At least ten percent of the reductions would come from the Senior Executive Service, GS-14 and GS-15 levels.

The order would require Executive departments and agencies to achieve 25 percent of the total reduction by the end of fiscal year 1993; 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995. The Director of the Office of Management and Budget would issue detailed instructions regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law. The order would request independent agencies to reduce their employment by the same percentages as the Executive agencies.

RECOMMENDATION: I recommend that you sign the proposed Executive order.

EXECUTIVE ORDER

DRAFT

-----

REDUCTION OF 100,000 FEDERAL POSITIONS

By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, section 3301 of title 5, United States Code, and section 1111 of title 31, United States Code, it is hereby ordered as follows:

Section 1. Limits on Hiring Civilian Personnel. Each Executive department or agency with over 100 employees shall eliminate four percent of its civilian personnel positions (measured on a full time equivalent (FTE) basis) over the next three fiscal years. The positions shall be vacated through attrition or early out programs established at the discretion of the department and agency heads. At least 10 percent of the reductions shall come from the Senior Executive Service, GS-15 and GS-14 levels or equivalent.

Sec. 2. Coverage. This order applies to all executive branch departments and agencies with over 100 employees (measured on an FTE basis).

Sec. 3. Target Dates. Each department and agency shall achieve 25 percent of its total reductions by the end of fiscal year 1993, 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995.

Sec. 4. Implementation. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. Independent Agencies. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed, Deputy Assistant to the President for Domestic Policy

SUBJECT: Proposed Presidential Memorandum To Reduce Various Perks

I. ACTION-FORCING EVENT: The tentatively scheduled announcement of the issuance of this Memorandum is Monday, February 8, 1993.

II. BACKGROUND/ANALYSIS: The Presidential Memorandum would reduce perks of Executive Branch employees in the following ways:

Executive Dining Facilities - This Memorandum directs departments and agencies to recover costs (to be defined by the Office of Management and Budget) for meals served in Executive Dining Rooms. This also would apply to the White House Executive Mess. The Memorandum also encourages Secretaries to voluntarily close these dining rooms if the facility is not essential for the conduct of government business.

Fitness Club Facilities - The Memorandum ends the practice of paying for employees' membership at private health clubs (except where an employee's official duties require maintaining physical fitness). Agencies are directed to recover operating and equipment costs from the users of fitness rooms provided by the agency.

Golf Courses - Government-owned golf courses would be opened to the public except where the Secretary of Defense designates the course as exempted for security purposes in exceptional circumstances. The Memorandum directs that the costs of operation be recovered from users except in certain limited circumstances.

Conferences - The Memorandum requires that decisions on selecting conference sites and determining employee attendance at conferences be based upon cost effectiveness. The Office of Management and Budget will issue further instructions necessary to implement this requirement.

Medical Services - Agencies are directed, to the extent permitted by law, to charge at least a nominal fee for medical services provided to their employees by the Public Health Service. Certain services, such as emergency care and occupational health screening, is exempted. Military personnel and their dependents are also exempted from the fee requirement.

Agency Souvenirs and Gifts - Agencies are prohibited from using appropriated funds for the purchase of agency souvenirs or gifts.

OMB is directed to implement and ensure compliance with the requirements contained in the Memorandum.

III. RECOMMENDATION: I recommend that you approve issuance of this proposed Presidential Memorandum.

IV. DECISION:

Approve       Approve as amended       Reject       No Action

**THE WHITE HOUSE**

**WASHINGTON**

February 5, 1993

**MEMORANDUM FOR THE PRESIDENT**

**FROM:** Carol Rasco and Bruce Reed

**SUBJECT:** Restricted Use of Government Aircraft

I. **ACTION-FORCING EVENT:** Tentative scheduled announcement.

II. **BACKGROUND/ANALYSIS:** Following the Sununu flight abuse incident, Richard Darman authorized on January 18, 1989 [updated May 22, 1992] Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." The Circular contains guidance to the Federal agencies on acquiring, managing, using, accounting for the costs of, and disposing of aircraft. Though useful the Circular contains gaps which provide potential for continued abuse of government aircraft.

This Memorandum supplements the Circular by providing a very limited list of officials (Secretary of State, Secretary of Defense, Attorney General, Director of the FBI, and Director of the CIA) authorized to use government aircraft for what OMB Circular No. A-126 calls "required use" (i.e. exceptional security communications and scheduling needs) for what would otherwise be non-governmental purposes. Further, it requires that those individuals (1) use the authority only when the particular circumstances require its use and upon approval of the White House Counsels' Office; and (2) reimburse at full coach fare. This differs from current practice which allows the President and agency heads to give blanket "required use" authority.

Hence, this would make it explicit that you intend that only a limited number of officials have such access. In so doing it would also remove the presumption that every trip by even that limited group must be on a government aircraft. The requirement to reimburse already exists. This would reaffirm it.

III. **RECOMMENDATION:** Approve.

IV. **DECISION:**

Approve    Approve As Amended    Reject    No Action

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed, Deputy Assistant to the President for Domestic Policy

SUBJECT: Executive Order Reducing The Federal Workforce by 100,000

I. ACTION-FORCING EVENT: The tentatively scheduled announcement of the issuance of the Executive Order on Tuesday, February 9, 1993.

II. BACKGROUND\ANALYSIS: This Executive Order seeks to satisfy your campaign pledge to cut the federal bureaucracy by 100,000 positions. This reduction of approximately four percent in the civilian workforce will eliminate excess staff and improve productivity. Positions will be eliminated through attrition and early outs. Executive departments and agencies with over 100 employees are directed to achieve 25 percent of the cuts in FY 1993, 62.5 percent by the end of FY 1994 and 100 percent by FY 1995. At least ten percent of the reductions would come from the ranks of Senior Executive Service, GS-14 and GS-15. The Office of Management and Budget is directed to issue detailed instructions for the implementation of this Order. Independent agencies are requested to make similar reductions voluntarily.

III. RECOMMENDATION: I recommend that you approve the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed, Deputy Assistant to the President for Domestic Policy

SUBJECT: Proposed Executive Order To Cut Executive Branch Administrative Costs

I. ACTION-FORCING EVENT: The tentatively scheduled announcement of the issuance of this Executive Order on Tuesday, February 9, 1993.

II. BACKGROUND\ANALYSIS: This proposed Executive Order is intended to satisfy your campaign pledge to cut administrative costs in the Executive Branch by three percent. The Order directs Executive agencies and departments to break out administrative costs (to be defined by the Office of Management and Budget) as a separate line item category in their budget requests to OMB. The Order further directs that the budget requests submitted will reflect reductions in the agencies' and departments' administrative expenses of five, eight, eleven, and fourteen percent from the 1993 baseline. Independent agencies are requested to reduce their administrative expenses by the same amounts.

III. RECOMMENDATION: I recommend that you sign the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

THE WHITE HOUSE

WASHINGTON

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Read, Deputy Assistant to the President for Domestic Policy

SUBJECT: Proposed Executive Order Reducing Advisory Commissions

I. ACTION-FORCING EVENT: The tentatively scheduled announcement of the issuance of this Executive Order on Tuesday, February 9, 1993.

II. BACKGROUND/ANALYSIS: This Executive Order seeks to eliminate unnecessary executive branch advisory committees. There are over 1,100 advisory committees, approximately 700 of which have been created without being required by statute. They cost taxpayers approximately \$150 million per year.

This proposed Order directs executive agencies to terminate not less than one-third of these advisory commissions which are not required by statute. Within 90 days after the date of the Order, executive agencies would be required to submit: 1) a justification for the continued existence or a recommendation for the termination of each nonstatutory committee and 2) a recommendation to Congress to continue or to terminate any advisory committee required by statute. Agencies and departments would be prohibited from creating or sponsoring any new advisory commission except for compelling circumstances necessitating its creation and only after it receives approval of the Director of the Office of Management and Budget (OMB). OMB is directed to implement the Order. Independent agencies are requested to comply voluntarily.

III. RECOMMENDATION: I recommend that you approve the proposed Executive Order.

IV. DECISION:

Approve     Approve as amended     Reject     No action

**MEMORANDUM**

**To: Bruce Reed**  
**From: Diane Lowe x7777 218 OEOB**  
**Date: February 3, 1993**  
**Re: Executive Order and Memorandum Update**

=====

Attached is a copy of a memorandum proposing various orders that Robert Gordon of National Service asked me to look into.

MEMO

TO: Diane Lowe  
FR: Robert Gordon  
DA: February 3, 1993  
RE: Executive orders to kick off national service

-----

JFK created the Peace Corps by executive order 10924 on March 1, 1961. On March 1 this year, we hope President Clinton will use an executive order to introduce some of his own national service plans. Here are three orders we might want to prepare.

1. An order requiring all federal agencies to cooperate with local groups that ask for help promoting service. Right now, these groups' success depends on the whims of local administrators, who are often unwilling to help. Besides just telling folks to make nice with this EO, we could identify and remove legal obstacles to participation. (Liability law? Funding?)

2. Kennedy created the Peace Corps with already appropriated funds under the Mutual Security Act. A new order might kick off the service effort by allocating money so far only appropriated. For example, Defense has a \$40 million appropriation for programs that it hasn't spent because OMB hasn't scored the money yet. HUD has up to \$20 million that it could spend on YouthBuild, but only if it wants to do it. Perhaps an EO could identify such programs, one-by-one, and together give a jump-start to the national service effort without requiring new funds. The worry here, of course, is that such an EO would disturb Congress.

3. Bush issued EO 12820 to encourage federal agencies to encourage their employees to serve. As far as we know, nothing came of this. Perhaps a new EO could put some real weight behind it.

As you see, these are just sketches. Let's talk about how to move forward. I'm at x6444.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Executive Order Entitled "Termination  
and Limitation of Federal Advisory Committees"

**SUMMARY:** This memorandum forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would direct executive departments and agencies to terminate one-third of the advisory committees that they sponsor.

**BACKGROUND:** Currently, executive agencies sponsor over 1,100 advisory committees. Of these, over 400 are required by statute and about 700 are not so required. The proposed order would initiate actions to reduce the number of committees not required by statute.

The order would direct executive agencies to terminate not less than one-third of their advisory committees that are not required by statute. Ninety days after the date of the order, executive agencies would be required to submit to the Office of Management and Budget (OMB) for each of their advisory committees: (1) a justification for the continued existence of any nonstatutory committee, and (2) a recommendation for Congress to continue or terminate any statutory committee.

In addition, executive agencies would be directed not to create a new advisory committee, unless the committee is required by statute or the agency head finds compelling considerations for creation of the committee and receives approval from OMB. OMB would be directed to grant such approval sparingly, and only when compelled by considerations of national security, health or safety, or similar national interests.

Finally, OMB would be directed to issue detailed instructions to executive agencies regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

**RECOMMENDATION:** I recommend that you sign the proposed order.

Revised version #1 - 2/2/93

**MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES AND EMPLOYEES  
OF THE EXECUTIVE OFFICE OF THE  
PRESIDENT**

**SUBJECT: Government Fiscal Responsibility and Reducing Perks**

To promote government fiscal responsibility by cutting the perks and excesses of government office, it is hereby ordered as follows:

**Section 1. Executive Dining Facilities**

Executive departments and agencies will not be permitted hereafter to provide below-cost meals in their executive dining facilities. OMB, after consultation with the agencies as needed, will develop promptly a plan and issue any directives required to recover the food costs of meals served in these executive dining rooms.

I strongly support the decision of those Secretaries who have concluded that they do not need an executive dining room for the conduct of their agency's business and have closed and converted them to other uses. I therefore am requesting the other heads of Agencies to review their official needs and close voluntarily executive dining facilities that are not necessary for the regular conduct of government business.

**Section 2. Fitness Club Facilities**

The practice of paying for or subsidizing employees' membership or use of private health clubs will no longer be permitted (except for employees, such as law enforcement personnel, whose official duties require maintaining physical fitness).

Agencies providing fitness room facilities must recover operating and equipment costs from users of those facilities. Agencies may still provide space, rent and utilities for such facilities.

**Section 3. Golf Courses**

Government-owned golf courses will be opened for use by the public. In addition, the costs of operation will be recovered from users of these courses, except for golf courses located in remote or isolated areas. Subsidies may be permitted for patients in medical or long term care facilities and military or civilian personnel in remote or isolated locations. The Secret Service may designate exemptions from this section for security purposes.

Does this apply to WH mess?

#### **Section 4. Conferences**

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest. OMB, after consultation with the agencies, will issue further directives necessary to implement this requirement.

#### **Section 5. Medical Services**

Executive agencies will charge, to the extent permitted by law, at least a nominal fee for medical services provided to their employees by the Public Health Service, except for emergency care, and occupational health screening and treatment and some preventative care where reasonable and cost effective. These fees will be used by each agency to defray the cost of providing these services. Military personnel and their dependents will be excepted from this fee requirement.

#### **Section 6. Agency Souvenirs and Gifts**

Agencies may not use appropriated funds, except representation funds, for souvenirs or gifts designed to promote or advertise the agency.

The Office of Management and Budget, in consultation with the Office of Personnel Management and General Services Administration, shall take such actions as necessary to implement this order and to ensure compliance.

WILLIAM J. CLINTON

THE WHITE HOUSE  
February \_\_, 1993

Office of the President-Elect  
and Vice President-Elect

FACSIMILE COVER

TO: Bruce Reed

862-5065

FROM: Steve Wamath

DATE: 1/25/93

FACSIMILE NUMBER: 456-7739

SPECIAL HANDLING:

Peter Lockwood  
Diane Lowe  
Steve Wamath

Originator's Name: SWamath Telephone: 973-1485

Originator's Facsimilie Number: \_\_\_\_\_

Bruce - I hope that you are keeping yourself in the loop on your end. Call me anytime for updates - I am reluctant to call you and interrupt something. Please let me know what you think of

P. O. Box 8086, Little Rock, AR 72203-8086 501-374-3323  
1120 Vermont Avenue, N.W., Washington, DC 20270 202-973-2600

criteria some of these other series. These really should

To: Vince Foster

From: Steve Warnath

Date: January 25, 1993

Re: Background Information For Proposed Executive Order (or Presidential Memorandum)  
Concerning Perks

=====  
Pursuant to the request by Bob Boorstin and Michael Waldman, I have collected a substantial amount of material from OMB and GAO concerning a broader range of executive branch perks (i.e. beyond portal-to-portal limo service and use of government airplanes, which have been addressed previously) that President Clinton may wish to cut. Some are more significant in terms of cost and public concern -- e.g. executive vehicle fleet service -- than others -- e.g. agency souvenirs. All however, fall into the category of perks or government excess which the President has indicated his desire to reduce.

There are a substantial number of policy and political issues that need to be resolved before you go forward with these cuts in an Executive Order or Presidential Memorandum. To assist you in your considerations, I have summarized what I have found in the following.

#### Executive Fleets

A paragraph to cut executive vehicle service (which the OMB tells me is a term of art) by 50% by the end of the 1993 fiscal year has been added to the vehicles executive order. It also orders agencies to reduce drivers by the same amount. These executive fleets -- which are primarily vehicles such as Grand Marquis, Chrysler Fifth Avenues, Lincoln Town Cars and the like -- appear much larger than needed. In mid-1992, for example, the Department of Education had 14 cars, Justice has 29 (including 2 armored vehicles), Treasury had 20 cars and the Department of Transportation had 22. (These numbers are estimates provided by OMB.) Drivers for the Treasury Department draw salaries estimated as totalling over \$400,000 annually. Obviously, the size and timing of the reduction, which I now have as 50% by the end of FY 1993, is a policy and political decision that needs to be made.

#### Executive Dining Facilities

Executive dining facility arrangements are different in each agency. (See the attached memo for a summary of use of executive dining facilities in the agencies.) A common problem, however, is that taxpayers appear to subsidize the meals in these restricted dining rooms to an inordinate degree. One notable example from the Department of Treasury menu is a full course meal -- including broiled lobster tail and asparagus -- for \$4.75. The proposed executive order draft does not close these dining facilities but would require users to pay a reasonable price for their meals. This is generally defined as a price comparable to what the general public would pay for that meal in a comparable restaurant. OMB is

charged in the draft EO with defining the details and implementing this Order. OMB estimated that operating costs for executive dining facilities is approximately \$4.0 million, of which \$3.2 million is for staff salaries (not including benefits). I am not familiar with the arrangement in the White House mess, but it is possible that the present draft would apply to that facility as well as the executive dining rooms in the agencies.

Although the present draft does not include this, may I suggest that you consider including a provision that would bar, to the extent permitted by law, the employment of any new stewards or the replacement of any stewards which leave through retirement. The Order could also encourage reassignment of those stewards presently employed. I think that the public is likely to view the use of private stewards in some of these executive dining rooms to be a particularly objectionable perk of office.

### Health Club and Fitness Facilities

Agencies have different arrangements for their health and fitness facilities. These arrangements are summarized in the attached memo. Most agencies charge a small initiation fee and approximately \$180 annually to use their facilities. The proposed EO merely seeks to recover the operating and equipment costs of the facilities where that is not being done now. We are trying to recover more of the operating costs by this action, not dissuade agencies from providing or employees from using fitness facilities. President Clinton does not want to be perceived as discouraging federal workers from exercising, particularly because many believe that it actually increases worker productivity.

This EO, as presently drafted, will terminate the practice of paying for the private health club memberships of employees. The GAO recently reported that fifteen agencies had used appropriated funds to purchase private health club memberships for 4,287 federal employees at a cost of \$970,000.

### Golf Courses

There are approximately 274 golf courses owned and operated by federal agencies and departments. Most of these courses are owned by the Department of Defense. Greens fees vary from \$5-\$12 a day. The Army reported to OMB that total operating expenses for 83 courses in FY 1991 were \$47.9 million. The Navy reported total operating expenses for FY 1991 were \$29.2 million. The Air Force reported that its operating costs for golf courses were \$71 million. The Marine Corps reported that total operating costs for its golf courses were \$39 million. The 24 VA golf courses are located on the grounds of VA medical centers and these facilities are provided free to patients and are considered to be therapeutic. We will not change the arrangement for these patients.

While opening these courses to the public seems like a worthwhile goal, the fact that they are owned almost exclusively by the Defense Department may argue against taking on this issue at this time. The Defense Department may or may not make peace with the idea of gays in the military, but opening up its restricted golf courses at the same time may be simply too much for it to stand.

### Medical Facilities

OMB informs me that agency employees can get physicals and other forms of non work-related health services for free at these agency health service program facilities. We are not trying to keep people from getting needed health care, only to help defray the costs to the taxpayer of those procedures that do not involve emergency care or occupational preventative care, screening or treatment.

### Conferences That Cost Too Much

I have not collected as much background information on this yet. Nevertheless, the idea suggested by OMB was to require some cost consciousness on the part of agencies when planning their conferences or attending the conferences sponsored by others.

### Agency Souvenirs

Agencies give away a lot of souvenirs with agency insignias on them (e.g. pens, key chains, T-Shirts, etc.). The draft EO simply sets a limit on agency spending on these items by prohibiting use of appropriated funds, except for representation funds, for these gifts or souvenirs. Pursuant to this Order, the OMB is likely to define souvenirs as mementos, tokens and other gifts designed to promote or advertise an agency. Not included in this definition would be items that serve educational or recruitment purposes or encourage citizen participation in Government programs, or activities or tokens (e.g. certificates or plaques) of nominal value used for employee recognition. The decision to go forward with this must be based on something other than reducing the budget; this is not a big-ticket item. OMB's estimate of savings is approximately \$1.5 million or less.

### Subsidized Employee Parking

At the moment, the draft EO does not have a provision to end or reduce the subsidy for federal employee parking. There are strong views on both sides of this issue and it is complicated by a number of factors such as where people live and whether public transportation is available or not. I believe that President Carter was sued on this issue by the federal employees union during his term. One possible approach suggested by OMB would be to require employees who park at government owned or leased facilities to pay the commercial equivalent cost. Those in locations not served by public transportation would not be required to pay. Proceeds could be used to finance transit subsidies. I can add the appropriate language quickly to the draft if the decision is made to go forward on this.

### Other Notes

OMB recommends speaking with Congressional leaders about this EO prior to President Clinton issuing it. The point is that Congress is sensitive on the perks issue and may view President Clinton as trying to embarrass them or show them up by cutting back while they continue to enjoy many of these perks. Obviously, DeConcini should be made



aware of this EO since he has worked on legislation to take these types of actions during the Bush Administration.

The career OMB staff gave these matters a lot of thought when they prepared material for DeConcini's legislative efforts to limit executive branch perks.

Restricting some of these perks will impact employees in the White House. I only flag the issue that you may anger some of your new colleagues. You may determine how much to weigh this factor, if at all, in your considerations.

MEMORANDUM

TO: Bob Boorstin  
Michael Waldman

FROM: Steve Warnath  
202-973-1845 (Transition Office)  
202-966-6787 (hm)

DATE: January 23, 1993

RE: Executive Dining Room And Health Club Perks In Executive Agencies

=====

As you requested, this memo summarizes the extent of the executive dining room and health club perks in the executive agencies. This work was done quickly and I am continuing to gather more information for you, but this will give you a start on your thinking about whether to go after these perks. The situation is different at each agency. On their face, some arrangements appear more objectionable than others. For example, some of the health facilities appear to pay more of their own way than others. And, of course, the public is likely to view restricted executive dining rooms served by stewards less favorably than fitness rooms which are open to all employees who pay annual membership fees and which arguably help boost worker productivity. At any rate, this should provide you with enough information to begin giving preliminary consideration to this matter. The background legal research is proceeding.

**Agriculture**

*Executive Dining Room*

- Open to all employees
- The company that runs the dining room under contract pays the treasury 1.4 percent of its profits each year

*Health Club*

- Open to all employees for \$130/per year

**Commerce**

*Executive Dining Room*

- For senior officials - they pay \$7 per meal

*Health Club*

- The facility is reported to be self-supporting - users are charged a \$25 initiation and \$180 annual membership fee

## Defense

### *Executive Dining Room*

- Anyone ranked assistant deputy secretary or higher can use the dining room
- They reportedly pay for the cost of the food plus 6.6 percent surcharge
- Each of the military services runs a similar mess for its top brass
- Cheney had a dining room that was staffed by six to eight military "mess specialists"

### *Health Club*

- Pentagon Officers Athletic Club is open to military officers and senior pentagon officials for \$180/year

### *Other*

- Cheney had round-the-clock security guards
- He used military aircraft for military and personal travel
- His discretionary fund was \$1.4 million

## Education

### *Executive Dining Room*

- The Secretary has access to a small conference room that top executives sometimes use as a dining room. It is served by a government steward who is paid approximately \$32,000/year

### *Health Club*

- Headquarters employees have free access to the NASA Stress Lab, a fitness center run by the space agency. Workers in other buildings have access to other government gyms. Education Department employees who use the Health and Human Services facility pay \$180/year

## Energy

### *Executive Dining Room*

- During the Bush Administration, a steward prepared meals for the Secretary

### *Health Club*

- There is what is described as a "spartan" gym, for which employees pays \$78 to \$198/year

## Environmental Protection Agency

### *Executive Dining Room*

- Information not immediately available

***Health Club***

-Available to all employees -- it is maintained at a cost of \$200,000/year

**Health and Human Services*****Executive Dining Room***

-There is a senior staff cafeteria, open to 85 employees - Meals are \$4.50 for the buffet and \$3.50 for the salad bar - there are two stewards at an annual cumulative salary of \$57,000

***Health Club***

-The fitness center is used by 900 employees and is self-supporting

**Housing and Urban Development*****Executive Dining Room***

-Kemp had a dining room in his office suite, but no steward or chef

***Health Club***

-There is a fitness center which costs \$208/year

**Interior*****Executive Dining Room***

-In September, 1992, the Interior Department announced that the private dining room would be closed "until further notice" and probably converted to a conference room. Prior to that time there was a small executive dining room open to senior staff and run by a \$30,000/year employee. Meals cost \$5, an amount which the Department claimed covered the cost of groceries and linens.

***Health Club***

-There is a gymnasium built in the 1930s and operated by a nonprofit employee association. It costs Interior employees \$182/ year and other federal employees \$232/year

**Justice*****Executive Dining Room***

-Barr used an eight-seat dining room in his office suite for breakfast and luncheon meetings. Department officials pay for their food, but the steward costs the taxpayers over \$36,000

***Health Club***

-Several health clubs are open to Justice Department workers for \$182/year. The department provides rent, utilities, maintenance and cleaning for these facilities costing \$386,200/year

**Labor*****Executive Dining Room***

-There is a six-table private dining room that has two government-paid chefs  
-Lunches cost \$5, which a department official claimed (in a newspaper story) covers all costs including salaries

***Health Club***

-For all employees - \$100/year

**State*****Executive Dining Room***

-There is a formal dining room used for diplomatic receptions and dinners  
-Former Secretary Baker was reportedly billed for the executive dining service which he often ate in his office

***Health Club***

-There are two small exercise rooms

**Transportation*****Executive Dining Room***

-There is a dining service run by four Coast Guard enlisted personnel  
-Senior staff members are charged for meals

***Health Club***

-Information not immediately available

***Other***

-The Department has access to a fleet of executive jets operated by the Coast Guard and the FAA

**Treasury*****Executive Dining Room***

-There is an executive dining room available to the Secretary and other senior officials

***Health Club***

-There is a fitness center that is open free to employees

**Veterans Affairs**

***Executive Dining Room***

-Information not immediately available

***Health Club***

-Operated free for the employees for about \$60,000/year

**MEMORANDUM FROM THE PRESIDENT****To: The Heads of Executive Departments and Agencies****Re: Use of Government Vehicles**

The use of government vehicles for daily home-to-work transportation of high-level executive branch officials is a privilege designed to facilitate the efficient operation of the government and to provide security to key government employees with substantial military and national security responsibilities. In the past, however, this privilege has been abused by certain executive branch officials and has come to exemplify a government out of touch with the American people. Using such perquisites of office outside of the scope of our mission to serve the public is unacceptable. Accordingly, I believe that there must be a strong presumption against the general granting of this privilege absent security concerns or compelling operational necessity.

The Use of Government Vehicles Act authorizes me to designate up to six employees in the Executive Office of the President to receive daily home-to-work transportation in government vehicles. In addition, the Act allows me to designate up to ten additional employees of federal agencies to receive this benefit. However, for the reasons stated above, in my Administration, no officer or employee of the Executive Office of the President or any other federal agency is authorized by me to receive use of a government vehicle for daily home-to-work transportation pursuant 31 U.S.C. 1334 (b)(1)(B)&(C). The only exceptions, for compelling national security reasons, are the Assistant to the President for National Security Affairs and the Chief of Staff of the White House.

The Use of Government Vehicles Act also allows Cabinet Secretaries and other Executive Level I officials to authorize one principal deputy to use a government vehicle for daily home-to-work transportation. The use of government vehicles for this purpose is simply not appropriate for government officials at this level absent security or operational requirements. Accordingly, by this Memorandum I am instructing you to refrain from authorizing the use of government vehicles for your deputies for daily home-to-work transportation. This Memorandum does not prevent you from authorizing the temporary use of government vehicles in accordance with the requirements of the Use of Government Vehicles Act.

I further direct each federal agency to reduce the number of executive motor vehicles that it owns or leases and drivers employed by at least 50% by the end of fiscal year 1993. Each agency will report on its compliance to the Director of the Office of Management and Budget at that time. I order the Director of Office of Management and Budget, in consultation with

the General Service Administration, to issue any further directives necessary to implement this order and to monitor compliance.

Finally, I urge the head of each agency to strictly enforce the governmentwide regulations prohibiting the unauthorized use of government vehicles, including the use of corrective or disciplinary action where appropriate.

William J. Clinton  
The White House  
January 22, 1993

*SLW 1st Draft 1-25-93***Executive Order \_\_\_\_\_**

By virtue of the authority vested in me as President by the Constitution and laws of the United States of America and to promote government fiscal responsibility by cutting the perks and excesses of government office, it is hereby ordered as follows:

**Section 1. Executive Dining Facilities**

The federal government will no longer provide meals in executive dining facilities at a price below those available to the general public. Hereafter, prices for meals served in agency executive dining facilities will be equivalent to those charged in comparable commercial facilities.

**Section 2. Fitness Facilities**

Agency fitness facilities must recover all operating and equipment costs from users of those facilities. Agencies may still provide space, rent and utilities for such facilities, provided that the facility is open to all employees. The practice of paying for or subsidizing employees' membership or use of private health clubs will no longer be permitted (except for employees, such as law enforcement personnel, whose official duties require maintaining physical fitness).

**Section 3. Golf Courses**

Government-owned golf courses will be opened for use by the public. In addition, the costs of operation will be recovered from users of these courses, except for golf courses located in remote or isolated areas. Subsidies may be permitted for patients in medical or long term care facilities and military or civilian personnel in remote or isolated locations.

**Section 4. Conferences**

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest.

**Section 5. Medical Services**

Agencies will charge at least a nominal fee for medical services provided to their employees by the Public Health Service, except for emergency care, and occupational health screening and treatment and some preventative care where reasonable and cost effective. These fees will be used by each agency to defray the cost of providing these services. Military personnel and their dependents will be excepted from this fee requirement.

**Section 6. Agency Souvenirs and Gifts**

Agencies may not use appropriated funds, except representation funds, for souvenirs or gifts designed to promote or advertise the agency.

The Office of Management and Budget, in consultation with the Office of Personnel Management and General Services Administration, shall take such actions as necessary to implement this order and to ensure compliance.

WILLIAM J. CLINTON

THE WHITE HOUSE  
January \_\_, 1993

2. Within two days after the message is received, it would be introduced by the leadership of the body in which the relevant appropriations bill originated. If no action is taken after three days, any member may introduce the rescission bill.

3. The rescission bill is automatically referred to the appropriations committee of the relevant body, and must be reported back to the full body within seven days, without amendment, with or without recommendation.

4. A vote would then be required by the relevant body no later than ten days after the original date of introduction. No amendments are allowed by the full House or Senate.

5. If the bill is passed by simple majority, it is sent to the other body for consideration under an identical procedure. If the bill is defeated in either the House or Senate, the funds must be spent as originally appropriated.

6. No funds could be appropriated under the original appropriations bill until Congress has voted on the President's proposed rescissions. These expedited rescission procedures would only apply to appropriations bills, not revenue raising bills or authorizing legislation. The bill passed by the House would give these new powers to the President for a two year period.

## Appendix 2: Committees You Can Eliminate Through Executive Order

A sample:

- Advisory Panel for Animal Learning and Behaviour ✓
- Weather and Climate Coordinating Committee ✓
- Varroa Mite Negotiated Rulemaking Advisory Committee
- Academic Advisory Council to the Public Printer ✓
- Library of Congress Advisory Committee on the American Revolutions Bicentennial Program

Interagency Cultural Heritage Preservation Preparedness Committee ✓  
 Joint Sponsoring Committee for the Papers of Joseph Henry ✓  
 General Conference Committee of the National Poultry Improvement Plan  
 Art Advisory Panel of the Commissioner of Internal Revenue ✓  
 Thrift Institutions Advisory Council ✓  
 Flue Cured Tobacco Advisory Committee  
 United States Organization for the International Radio Consultive Committee ✓  
 Advisory Committee on Meat and Poultry Inspection  
 Agricultural Technical Advisory Committees for Trade in:  
 Cotton, Dairy Products, Grain and Feed, Livestock and Livestock Products, Oilseeds  
 and Products, Poultry and Eggs, Processed Foods, Sweeteners, and Tobacco  
 Dietary Guidelines Advisory Commission, LA  
 Florida National Scenic Trail Advisory Council  
 National Advisory Committee for Tobacco Inspection Services  
 National Advisory Committee on Cotton Marketing  
 National Advisory Committee on Microbiological Criteria for Foods ✓  
 Importers and Retailers' Textile Advisory Committee  
 Management-Labor Textile Advisory Committee  
 National Sea Grant Review Panel  
 Air Force Reserve Officers Training Corps Advisory Committee  
 Defense Communication Agency Scientific Advisory Group  
 Defense Language Institute Board of Visitors  
 Defense Policy Advisory Committee on Trade  
 Special Operations Policy Advisory Group  
 Strategic Defense Initiative Advisory Committee  
 American Statistical Association Committee on Energy Statistics ✓  
 Basic Energy Sciences Advisory Committee  
 Health and Environment Research Advisory Committee  
 National Coal Council  
 National Petroleum Council  
 Advisory Committee to the Director, NIH  
 Advisory Panel on the Development of Uniform Needs Assessment Instruments  
 Cancer Clinical Investigation Review Committee  
 Genetic Basis of Disease Review Committee  
 Immunization Practices Review Committee  
 National Advisory Committee on Rural Health  
 National Advisory Committee on Migrant Health  
 Pharmacological Sciences Review Committee  
 Prevention Centers Grant Review Committee  
 Program Advisory Committee on the Human Genome  
 Psychopharmacologic Drugs Advisory Committee  
 Pulmonary Diseases Advisory Committee  
 Secretary's Council on Health Promotion and Disease Prevention  
 Technical Advisory Committee for Diabetes Translation and Community Control

Program

Farmington River Study Committee

Garrison Diversion Unit Federal Advisory Council ✓

National Capitol Memorial Commission ✓

Advisory Committee for Cross-Disciplinary Activities ✓

Advisory Committee for Industrial Science and Technological Information

Advisory Committee for International Programs

Advisory Committee for Materials Research

Advisory Committee for Mathematical Sciences

Advisory Committee for Microelectronic Information Processing Systems

Advisory Committee for Ocean Sciences

Advisory Committee for Polar Programs

Advisory Committee for Science and Technology Centers Development

THE WHITE HOUSE  
WASHINGTON

1/26/93

TO: Michael Waldman  
Communications - 166 OEOB

Bruce Reed  
Domestic Policy - 216 OEOB

FROM: Vincent W. Foster  
Deputy Counsel

**MEMORANDUM****DATE:** January 25, 1993

**TO:** Vince Foster, Esq.  
Deputy Counsel to the President

**FROM:** Peter Van N. Lockwood, Esq.

**RE:** Attached Draft Executive Orders

**DRAFT**

---

Attached are draft executive orders and accompanying letters from Leon Panetta to the President which have been cleared with OMB. The only open policy issue of which we are aware is the reduction from 500 employees to 100 employees in the size of the agencies covered by the order on the 100,000 reduction in federal positions (because the Executive Office of the President would now be covered by the order). After discussions with OMB General Counsel Bob Damus, we are satisfied that the sections in both orders requesting compliance by the independent agencies are appropriate and do not require separate presidential memoranda.

Pending a decision by Bernie and you on whether and when to go forward with these, they have not been sent to Podesta or to anyone else for review. In addition, we are assuming that the White House communications people will draft whatever Presidential statement would accompany these. Please let me know what, if anything, further you would like us to do on these.



THE DIRECTOR

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

**DRAFT**

## MEMORANDUM FOR THE PRESIDENT

**FROM:** Leon E. Panetta  
Director

**SUBJECT:** Proposed Executive Order Regarding Reduction  
of 100,000 Federal Positions

**SUBJECT:** This forwards for your consideration a proposed Executive order that was submitted by the White House Counsel. The proposed order would require Executive departments and agencies with over 100 employees to reduce their civilian personnel positions by four percent over the next three years.

**BACKGROUND:** During the Presidential campaign, you promised to reduce employment in the Federal government by 100,000 positions. The proposed Executive order would fulfill that promise.

The proposed order would require that, effective February 1, 1993, Executive departments and agencies with over 100 employees eliminate four percent of their civilian personnel positions over the next three fiscal years. This four percent reduction would result in the elimination of about 100,000 positions. The positions would be vacated through attrition and early out programs. At least ten percent of the reductions would come from the Senior Executive Service, GS-14 and GS-15 levels.

The order would require Executive departments and agencies to achieve 25 percent of the total reduction by the end of fiscal year 1993; 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995. The Director of the Office of Management and Budget would issue detailed instructions regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law. The order would request independent agencies to reduce their employment by the same percentages as the Executive agencies.

**RECOMMENDATION:** I recommend that you sign the proposed Executive order.

## EXECUTIVE ORDER

DRAFT

## REDUCTION OF 100,000 FEDERAL POSITIONS

By the authority vested in me as President by the Constitution and the laws of the United States of America, including Section 301 of title 3, United States Code, Section 3301 of title 5, United States Code, and section 1111 of title 31, United States Code, it is hereby ordered as follows:

Section. 1. Limits on Hiring Civilian Personnel.

Effective February 1, 1993, Executive departments and agencies with over 100 employees shall eliminate four percent of civilian personnel positions over the next three fiscal years. The positions shall be vacated through attrition or early out programs established at the discretion of the department and agency heads. At least 10 percent of the reductions shall come from the Senior Executive Service, GS-15 and GS-14 levels.

Sec. 2. Exemptions. This Order applies to all Executive Branch departments and agencies with over 100 employees.

Sec. 3. Target Dates. Each department and agency shall achieve 25 percent of its total reductions by the end of fiscal year 1993, 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995.

Sec. 4. Implementation. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this Order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

**Sec. 5. Independent Agencies.** All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

**THE WHITE HOUSE,**



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

DRAFT

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Executive Order Regarding Deficit Control  
and Productivity Improvement in the Administration  
of the Federal Government

**SUMMARY:** This forwards for your consideration a proposed Executive order that was submitted by the White House Counsel. The proposed order would require Executive departments and agencies to reduce their administrative expenses by an average of three percent annually over the next four years.

**BACKGROUND:** During the Presidential campaign, you stated an intention to reduce federal administrative costs by three percent annually. The proposed order would carry out that commitment.

The order would direct all Executive departments and agencies to include a separate category for "administrative expenses" in their appropriation requests to OMB for fiscal year 1994. The order would direct the agencies to submit in fiscal years 1994 through 1997, budget requests that respectively reflect reductions in their administrative expenses of five, eight, eleven, and fourteen percent from the 1993 baseline.

To enforce the reductions, the order would authorize the Director of OMB to reduce an agency's request for administrative expenses to the extent that an agency fails to meet the annual goal. The order would also request independent agencies to reduce their administrative expenses by the same percentages as the Executive agencies.

**RECOMMENDATION:** I recommend that you sign the proposed Executive order.

EXECUTIVE ORDER

DRAFT

DEFICIT CONTROL AND PRODUCTIVITY IMPROVEMENT  
IN THE ADMINISTRATION OF THE FEDERAL GOVERNMENT

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Budget and Accounting Act of 1921, as amended (11 U.S.C. 1101 et seq.), and Section 301 of title 3, United States Code, and in order to assist in the control of the federal deficit and improve the administrative productivity of the federal government, it is hereby ordered as follows:

Section 1. All executive departments and agencies shall include a separate category for "administrative expenses" when submitting their appropriation requests to the Office of Management and Budget (OMB) for fiscal year 1994. The Director of OMB (Director), in consultation with the agencies, shall establish and revise as necessary a definition of administrative expenses for the agencies. All questions regarding the definition of administrative expenses shall be resolved by the Director.

Sec. 2. The purpose of this order is to achieve real reductions in the administrative costs of federal agencies. In order to accomplish that goal, agencies shall submit budgets that reflect the following reductions from the fiscal year 1993 baseline:

(a) For fiscal year 1994, all agencies shall submit budget requests that reflect no less than a 5% reduction in

administrative expenses from the amount made available for fiscal year 1991 adjusted for inflation;

(b) For fiscal year 1995, all agencies shall submit budget requests that reflect no less than a 8% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(c) For fiscal year 1996, all agencies shall submit budget requests that reflect no less than a 11% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(d) For fiscal year 1997, all agencies shall submit budget requests that reflect no less than a 14% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation.

Sec. 3. The Director shall review agency requests for administrative expenses. The Director shall ensure that all agency requests for such expenses are reduced in accordance with Section 2. To the extent that any agency fails to comply with the mandates of Section 2, the Director is authorized to reduce the request for administrative expenses in that agency's budget to achieve the appropriate reduction.

Sec. 4. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.



MEMORANDUM

TO: Bob Boorstin  
Michael Waldman

FROM: Steve Warnath

DATE: January 23, 1993

RE: Executive Dining Room And Health Club Perks In Executive Agencies

=====

As you requested, this memo summarizes the extent of the executive dining room and health club perks in the executive agencies. This work was done quickly and I am continuing to gather more information for you, but this will give you a start on your thinking about whether to go after these perks. The situation is different at each agency. On their face, some arrangements appear more objectionable than others. For example, some of the health facilities appear to pay more of their own way than others. And, of course, the public is likely to view restricted executive dining rooms served by stewards less favorably than fitness rooms which are open to all employees who pay annual membership fees and which arguably help boost worker productivity. At any rate, this should provide you with enough information to begin giving preliminary consideration to this matter. The background legal research is proceeding.

**Agriculture**

*Executive Dining Room*

- Open to all employees
- The company that runs the dining room under contract pays the treasury 1.4 percent of its profits each year

*Health Club*

- Open to all employees for \$130/per year

**Commerce**

*Executive Dining Room*

- For senior officials - they pay \$7 per meal

*Health Club*

- The facility is reported to be self-supporting - users are charged a \$25 initiation and \$180 annual membership fee

## Defense

### *Executive Dining Room*

- Anyone ranked assistant deputy secretary or higher can use the dining room
- They reportedly pay for the cost of the food plus 6.6 percent surcharge
- Each of the military services runs a similar mess for its top brass
- Cheney had a dining room that was staffed by six to eight military "mess specialists"

### *Health Club*

- Pentagon Officers Athletic Club is open to military officers and senior pentagon officials for \$180/year

### *Other*

- Cheney had round-the-clock security guards
- He used military aircraft for military and personal travel
- His discretionary fund was \$1.4 million - it is unclear what it was used for

## Education

### *Executive Dining Room*

- The Secretary has access to a small conference room that top executives sometimes use as a dining room. It is served by a government steward who is paid approximately \$32,000/year

### *Health Club*

- Headquarters employees have free access to the NASA Stress Lab, a fitness center run by the space agency. Workers in other buildings have access to other government gyms. Education Department employees who use the Health and Human Services facility pay \$180/year

## Energy

### *Executive Dining Room*

- During the Bush Administration, a steward prepared meals for the Secretary

### *Health Club*

- There is what is described as a "spartan" gym, for which employees pays \$78 to \$198/year

## Environmental Protection Agency

### *Executive Dining Room*

- Information not immediately available

### *Health Club*

- Available to all employees -- it is maintained at a cost of \$200,000/year

## Health and Human Services

### *Executive Dining Room*

-There is a senior staff cafeteria, open to 85 employees - Meals are \$4.50 for the buffet and \$3.50 for the salad bar - there are two stewards at an annual cumulative salary of \$57,000

### *Health Club*

-The fitness center is used by 900 employees and is self-supporting

## Housing and Urban Development

### *Executive Dining Room*

-Kemp had a dining room in his office suite, but no steward or chef

### *Health Club*

-There is a fitness center which costs \$208/year

## Interior

### *Executive Dining Room*

-There is a small executive dining room open to senior staff and run by a \$30,000/year employee. Meals cost \$5, which covers the cost of groceries and linens.

### *Health Club*

-There is a gymnasium built in the 1930s and operated by a nonprofit employee association. It costs Interior employees \$182/ year and other federal employees \$232/year

## Justice

### *Executive Dining Room*

-Barr used an eight-seat dining room in his office suite for breakfast and luncheon meetings. Department officials pay for their food, but the steward costs the taxpayers over \$36,000

### *Health Club*

-There are several health clubs open to its workers for \$182/year. The department provides rent, utilities, maintenance and cleaning for these facilities costing \$386,200/year

**Labor*****Executive Dining Room***

-There is a six-table private dining room that has two government-paid chefs. Lunches cost \$5, which a department official claimed (in a newspaper story) covers all costs including salaries

***Health Club***

-For all employees - \$100/year

**State*****Executive Dining Room***

-There is a formal dining room used for diplomatic receptions and dinners  
-Former Secretary Baker was reportedly billed for the executive dining service which he often ate in his office

***Health Club***

-There are two small exercise rooms

**Transportation*****Executive Dining Room***

-There is a dining service run by four Coast Guard enlisted personnel  
-Senior staff members are charged for meals

***Health Club***

-Information not immediately available

***Other***

-The Department has access to a fleet of executive jets operated by the Coast Guard and the FAA

**Treasury*****Executive Dining Room***

-There is an executive dining room available to the Secretary and other senior officials

***Health Club***

-There is a fitness center that is open free to employees

**Veterans Affairs**

***Executive Dining Room***

-Information not immediately available

***Health Club***

-Operated free for the employees for about \$60,000/year

**TO:** Bob Damus  
Office of Management and Budget

**FROM:** Bruce Reed  
Office of Domestic Policy

**RE:** Draft Executive Order to Eliminate  
Unnecessary Advisory Commissions

**DATE:** January 27, 1993

---

Vince Foster in the White House Counsel's office suggested that I send the attached proposal to you for your review.

We hope to issue a series of executive orders on the theme of reinventing government as early as next week. These will include some orders you have already reviewed, to require 3% across-the-board productivity improvements and to eliminate 100,000 unnecessary bureaucratic positions. We would also like to issue orders reducing portal-to-portal cars for non-Cabinet-level appointees, and restricting use of government airplanes.

We would like to know what you think of the attached proposal to reduce the number of advisory commissions, and whether it can be vetted in time for the President's signature next week.

Thanks for your help. Please call me at 456-6515 if you have any questions.

FEDERAL BUREAUCRACY REDUCTION - FACT SHEET

Source: OMB 5/92

FEDERAL BUREAUCRACY

- o Reagan/Bush Era; Total non-defense federal workforce has grown from 1,085,000 in 1984 to 1,188,000 at the end of 1992 -- an increase of 103,000, or nearly 10%.

The overall civilian federal workforce has grown from 2,084,000 in 1984 to 2,119,000 today.

- o Clinton Administration; Will reduce federal bureaucracy by 100,000 or more by the end of 1995.

ACROSS THE BOARD ADMINISTRATIVE CUTS

- o Reagan/Bush Era; Agencies were not required to keep track of or account for administrative costs even as the federal budget deficit ballooned to over \$300 billion in 1992.
- o Clinton Administration; Will require agencies to itemize administrative costs (travel, consulting, printing, supplies, etc.), and reduce those costs 11% in the next four years.
- o OMB estimates that these two measures -- reducing the bureaucracy by 100,000 and cutting administrative costs by 11% -- will save taxpayers at least \$9 billion over the next four years.

VEHICLES

- o 299 "Executive Use Vehicles" were being used by Executive departments and agencies
- o 45 of these vehicles were being used for home-to-work service for senior executives at the agencies and the White House

Bush White House: Chief of Staff, Deputy Chief of Staff, Chair of Council on Economic Advisors, National Security Advisor, Deputy National Security Advisor, Counselor to President for Domestic Policy, Protocol Officer

- o With the current plan, only EOP staff will be eligible for home-to-work transportation service; Chief of Staff, National Security Advisor and Deputy National Security Advisor. Deputies in agencies will not get home-to-work service as they did during the Bush Administration.
- o With the current plan, 50% of the Executive Vehicle Fleet will be cut in FY '93

#### EXECUTIVE DINING ROOMS

- o Bush Administration; 10 of the 14 Cabinet agencies operated 1 or more executive dining rooms at a total operating cost of \$4 million.
- o Clinton Administration; all executive dining rooms must recover operating costs or close down all together.

#### GOVERNMENT AIRCRAFT

- o Bush Administration; numerous accounts of abuse of travel privileges by top level officials -- notably Chief of Staff, John Sununu.
- o Clinton Administration; Will impose tight controls on use of government aircraft. Use of federal aircraft for unofficial business will be restricted.

#### UNNECESSARY ADVISORY COMMISSIONS

- o Reagan/Bush Era; Allowed advisory commissions to proliferate, costing taxpayers \$150 million per year.
- o Clinton Administration; Will eliminate at least one third of the 700 non-statutory federal advisory commissions.

Typical examples of advisory commissions; The Advisory Panel for Animal Learning and Behavior, The National Sea Grant Review Panel, The Weather and Climate Coordinating Committee, The Board of Tea Experts, The Advisory Panel for the Dictionary of Occupational Job Titles.

You will sign three Executive Orders and three Presidential Memoranda to reduce perks, privileges, and bureaucracy:

1. **An Executive Order to Reduce the Federal Bureaucracy by 100,000 or More:** This measure orders OMB to direct departments to cut the civilian workforce of 2.2 million by four percent over the next three years. The reductions will come through attrition, and at least 10 percent must come from management.

2. **An Executive Order to Cut Administrative Costs by Three Percent a Year:** This measure orders departments to break out administrative costs (travel, transportation, utilities, printing, supplies, etc.) as a separate line item in future budget requests. Departments will be required to achieve reductions off the 1993 baseline of one percent in FY94, three percent in FY95, six percent in FY96, and 11 percent in FY97. OMB estimates that the administrative cuts and the 100,000 reduction in the federal workforce will save a total of at least \$9 billion over the next four years.

3. **An Executive Order to Reduce Advisory Commissions by One-Third:** This measure directs OMB to ensure that departments terminate not less than one-third of advisory commissions not required by statute. These commissions issue 1,000 reports a year and cost taxpayers \$150 million per year. Some outrageous examples include the Advisory Panel for Animal Learning and Behavior, the National Sea Grant Review Panel, and the Weather and Climate Coordinating Committee.

4. **A Presidential Memorandum to Reduce the Use of Limousines by High-Level Government Officials:** This measure will reduce the number of White House staff who receive home-to-work limousine service from six under Bush to three (Lake, Berger, McLarty). It will eliminate home-to-work service altogether for Cabinet deputies (except for national security purposes). It also directs departments to cut their executive motor fleet in half by the end of FY93.

5. **A Presidential Memorandum to Restrict Non-Governmental Use of Government Aircraft:** This measure further limits non-governmental use of government aircraft, which was already cut back in the wake of Air Sununu. It requires those officials still allowed to use government aircraft for non-governmental purposes (State, Defense, Justice, FBI, CIA) to receive permission from the White House Counsel before doing so. It also orders an inventory of government aircraft for possible sale.

6. **A Presidential Memorandum to Reduce Other Perks:** This measure directs departments to recover costs for executive dining rooms, or close them altogether; recover costs of employee health clubs and medical services; open government-owned golf courses to the public (although the Secretary of Defense has some discretion); hold down conference costs; and prohibit the use of agency funds for souvenirs or gifts.

## **FACT SHEET**

### **REDUCE THE FEDERAL BUREAUCRACY BY 100,000 STAFF AND CUT ADMINISTRATIVE COSTS BY 11 PERCENT OVER NEXT FOUR YEARS**

\* The total federal government now has 2.2 million in its employ. It has grown larger without becoming more productive. We will cut at least 100,000 over the next three fiscal years and cut administrative costs by 11 percent over the next four years thus eliminating approximately \$9 Billion from the Federal Budget from now until FY97.

### **ELIMINATE AND LIMIT FEDERAL ADVISORY COMMITTEES**

\* There are 1,100 Federal Advisory Committees. Of these, over 400 are required by statute and about 700 are not so required. We will review all the nonstatutorily created boards and order elimination of those not which are unessential and a waste of government dollars. Such boards for consideration include:

Board of Tea Experts

National Commission on Sleep Disorders Research

Technical Advisory Group for Cigarette Fire Safety

Committee for the Preservation of the Treasury Building

Advisory Panel for the Dictionary of Occupational Job Titles

Cognition, Emotion, and Personality Research Review Committee

Biological, Behavioral, and Social Sciences Task Force Looking to the 21st Century

Ice Age National Scenic Trail Advisory Council

### **RESTRICT THE USE OF GOVERNMENT AIRCRAFT**

\* Sununu type excursions have got to go. We will prohibit senior officials from using government aircraft for non-governmental purposes with a limited exception being made for the Secretaries of State and Defense, Attorney General, Director of the FBI and CIA. They will be permitted to use government aircraft for non-governmental purposes, but only upon reimbursement of full coach fare and with White House Counsel approval based on a finding that a security threat exists or continuous secure communication is required.

## **LIMIT USE OF VEHICLES BY HIGH-LEVEL GOVERNMENT OFFICIALS**

\* We will limit the number of employees given home-to-work transportation from 16 to 3. We will also direct each federal agency to reduce the number of luxury motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of FY93.

## **CUT OTHER GOVERNMENT PERKS**

\* An agency menu under the Bush Administration listed a full lobster meal for \$4.95. Since there's no such thing as a free lunch the taxpayers ended up footing most of the bill for all those cheap eats. We will prohibit agency executive dining facilities and the White House Executive Mess from providing below-cost meals. We will also encourage agency heads to close executive dining facilities that are not essential for government service.

Additional expenditures no longer allowed:

- \* Subsidizing employees' membership in private health clubs.
- \* Selection of conference sites by agencies without evaluation of the cost differences of prospective locations.
- \* Free medical services provided to agency employees by the Public Health Service.
- \* Funds for agencies to spend on souvenirs or gifts designed to promote or advertise the agencies.

## FEDERAL BUREAUCRACY

- o Reagan/Bush Era; Total non-defense federal workforce has grown from 1,085,000 in 1984 to 1,188,000 at the end of 1992 -- an increase of 103,000, or nearly 10%.

The overall civilian federal workforce has grown from 2,084,000 in 1984 to 2,119,000 today.

- o Clinton Administration; Will reduce federal bureaucracy by 100,000 or more by the end of 1995.

## ACROSS THE BOARD ADMINISTRATIVE CUTS

- o Reagan/Bush Era; Agencies were not required to keep track of or account for administrative costs even as the federal budget deficit ballooned to over \$300 billion in 1992.
- o Clinton Administration; Will require agencies to itemize administrative costs (travel, consulting, printing, supplies, etc.), and reduce those costs 11% in the next four years.
- o OMB estimates that these two measures -- reducing the bureaucracy by 100,000 and cutting administrative costs by 11% -- will save taxpayers at least \$9 billion over the next four years.

## VEHICLES

Source: OMB 5/92

- o 299 Executive Use Vehicles are being used by Executive departments and agencies
- o 45 of these vehicles were being used for home-to-work service for senior executives at the agencies and the White House

Bush White House: Chief of Staff, Deputy Chief of Staff, Chair of Council on Economic Advisors, National Security Advisor, Deputy National Security Advisor, Counselor to President for Domestic Policy, Protocol Officer

- o With the current plan, only three staff will be eligible for home-to-work transportation service; COS, NSA and DNSA.

## EXECUTIVE DINING ROOMS

- o Bush Administration; 10 of the 14 Cabinet agencies operated 1 or more executive dining rooms at a total operating cost of \$4 million.



- o Clinton Administration; all executive dining rooms must recover operating costs or close down all together.

#### GOVERNMENT AIRCRAFT

- o Bush Administration; numerous accounts of abuse of travel privileges by top level officials -- notably COS John Sununu.
- o Clinton Administration; re

#### UNNECESSARY ADVISORY COMMISSIONS

- o Reagan/Bush Era; Allowed advisory commissions to proliferate, costing taxpayers \$150 million per year.
- o Clinton Administration; Will eliminate at least one third of the 700 non-statutory federal advisory commissions.

Typical examples of advisory commissions; The Advisory Panel for Animal Learning and Behavior, The National Sea Grant Review Panel, The Weather and Climate Coordinating Committee, The Board of Tea Experts, The Advisory Panel for the Dictionary of Occupational ~~Job~~ Titles.

FROM

STEPHEN C. WARNATH

Bruce -

It looks like it's  
really going to happen.

Congratulations!

S



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D. C. 20503

THE DIRECTOR

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta   
Director

SUBJECT: Proposed Executive Order Entitled "Termination  
and Limitation of Federal Advisory Committees"

SUMMARY: This memorandum forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would direct executive departments and agencies to terminate one-third of the advisory committees that they sponsor.

BACKGROUND: Currently, executive agencies sponsor over 1,100 advisory committees. Of these, over 400 are required by statute and about 700 are not so required. The proposed order would initiate actions to reduce the number of committees not required by statute.

The order would direct executive agencies to terminate not less than one-third of their advisory committees that are not required by statute. Ninety days after the date of the order, executive agencies would be required to submit to the Office of Management and Budget (OMB) for each of their advisory committees: (1) a justification for the continued existence of any nonstatutory committee, and (2) a recommendation for Congress to continue or terminate any statutory committee.

In addition, executive agencies would be directed not to create a new advisory committee, unless the committee is required by statute or the agency head finds compelling considerations for creation of the committee and receives approval from OMB. OMB would be directed to grant such approval sparingly and only when compelled by considerations of national security, health or safety, or similar national interests.

Finally, OMB would be directed to issue detailed instructions to executive agencies regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

RECOMMENDATION: I recommend that you sign the proposed order.

EXECUTIVE ORDER

- - - - -

TERMINATION AND LIMITATION  
OF FEDERAL ADVISORY COMMITTEES

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Federal Advisory Committee Act ("FACA"), as amended (5 U.S.C. App.), it is hereby ordered as follows:

Section 1. Each executive department and agency shall terminate not less than one-third of the advisory committees subject to FACA (and not required by statute) that are sponsored by the department or agency by no later than the end of fiscal year 1993.

Sec. 2. Within 90 days, the head of each executive department and agency shall submit to the Director of the Office of Management and Budget, for each advisory committee subject to FACA sponsored by that department or agency: (a) a detailed justification for the continued existence, or a brief description in support of the termination, of any advisory committee not required by statute; and (b) a detailed recommendation for submission to the Congress to continue or to terminate any advisory committee required by statute. The Administrator of the General Services Administration shall prepare such justifications and recommendations for each advisory committee subject to FACA and not sponsored by a department or agency.

Sec. 3. Effective immediately, executive departments and agencies shall not create or sponsor a new advisory committee subject to FACA unless the committee is required by statute or the agency head (a) finds that compelling considerations necessitate creation of such a committee, and (b) receives the approval of the Director of the Office of Management and Budget. Such approval shall be granted only sparingly and only

if compelled by considerations of national security, health or safety, or similar national interests. These requirements shall apply in addition to the notice and other approval requirements of FACA.

Sec. 4. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

February 8, 1993

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Memorandum Regarding Use of Vehicles by  
High-Level Government Officials

**SUMMARY:** This forwards for your consideration a proposed memorandum that was submitted by the Office of Domestic Policy. The proposed memorandum would reduce by about one-half the number of Executive branch employees who are authorized to use a government vehicle for daily home-to-work transportation. It would also reduce by one-half the number of executive motor vehicles owned or leased by federal agencies.

**BACKGROUND:** Current law specifies the Executive Branch employees (by category or by position title) who may be provided home-to-work transportation. One category is 6 officers of the Executive Office of the President, and 10 additional officers, as designated by the President. Another category is a principal deputy to each of the 17 officials compensated at Level I of the Executive Schedule (these are essentially the deputies to Cabinet members).

The proposed memorandum would provide that, of the 16 designations the President may make, only two would be made -- the Assistant to the President for National Security Affairs and the Chief of Staff of the White House. The memorandum would also provide that none of the 17 principal deputies of Cabinet officers would be authorized to use a government vehicle for daily transportation.

As a result of the memorandum, the only Executive Branch officers authorized to use a government vehicle for home-to-work transportation in the United States would be the: President, Vice President, 17 Cabinet officers, certain national security officials, the Ambassador to the United Nations, the Director of the Federal Bureau of Investigation and the Chairman of the Federal Reserve.

Finally, the proposed memorandum would direct each federal agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by 50 percent by the end of fiscal year 1993.

**RECOMMENDATION:** I recommend that you sign the proposed memorandum.

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: Use of Government Vehicles

The use of government vehicles for daily home-to-work transportation of high-level executive branch officials is a privilege designed to facilitate the efficient operation of the government and to provide security to key government employees with substantial military and national security responsibilities. In the past, however, this privilege has been abused by certain executive branch officials and has come to exemplify a government out of touch with the American people. Using such perquisites of office outside of the scope of our mission to serve the public is unacceptable. Accordingly, I believe that there must be a strong presumption against the general granting of this privilege absent security concerns or compelling operational necessity.

The Use of Government Vehicles Act authorizes me to designate up to six employees in the Executive Office of the President to receive daily home-to-work transportation in government vehicles. In addition, the Act allows me to designate up to ten additional employees of federal agencies to receive this benefit. However, for the reasons stated above, in my Administration, no officer or employee of the Executive Office of the President or any other federal agency is authorized by me to receive use of a government vehicle for daily home-to-work transportation pursuant 31 U.S.C. 1334 (b)(1)(B)&(C). The only exceptions, for compelling national security reasons, are the Assistant to the President for National Security Affairs and the Chief of Staff of the White House.

The Use of Government Vehicles Act also allows Cabinet Secretaries and other Executive Level I officials to authorize one principal deputy to use a government vehicle for daily home-to-work transportation. The use of government vehicles for this purpose is simply not appropriate for government officials at this level absent security or operational requirements. Accordingly, by this Memorandum I am instructing you to refrain from authorizing the use of government vehicles for your deputies for daily home-to-work transportation. This Memorandum does not prevent you from authorizing the temporary

use of government vehicles in accordance with the requirements of the Use of Government Vehicles Act.

I further direct each executive department or agency to reduce the number of executive motor vehicles (except armored vehicles) that it owns or leases by at least 50% by the end of fiscal year 1993. Each agency will report on its compliance to the Director of the Office of Management and Budget at that time. I order the Director of Office of Management and Budget, in consultation with the General Service Administration, to issue any further directives necessary to implement this Memorandum and to monitor compliance.

Finally, I urge the head of each agency to strictly enforce the governmentwide regulations prohibiting the unauthorized use of government vehicles, including the use of corrective or disciplinary action where appropriate.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

February 5, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta   
Director

SUBJECT: Proposed Memorandum Regarding Government Fiscal  
Responsibility and Reducing Perquisites

SUMMARY: This memorandum forwards for your consideration a proposed memorandum submitted by the Office of Domestic Policy. The proposed memorandum would direct executive agencies to reduce certain perquisites of government office.

BACKGROUND: The proposed memorandum would prohibit agency executive dining facilities and the White House Executive Mess from providing below-cost meals. It would also encourage agency heads to close executive dining facilities that are not essential for government service.

The memorandum would prohibit agencies from paying for or subsidizing employees' membership in private health clubs, except for employees whose official duties require maintaining physical fitness. Additionally, agencies would be required to recover operating and equipment costs from the users of any agency fitness room facilities.

The memorandum would require that government-owned golf courses be opened for use by the public. Costs of operating the courses would be recovered from course users, except for courses in remote or isolated areas.

The memorandum would require agencies not to select conference sites without evaluating the cost differences of prospective locations. It would also require agencies to charge a nominal fee for medical services provided to their employees by the Public Health Service. Military personnel and their dependents would be excepted from this requirement. Moreover, it would bar agencies from using appropriated funds for souvenirs or gifts designed to promote or advertise the agencies.

The memorandum would require the Office of Management and Budget to take actions necessary to carry out the memorandum.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

**MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES  
AND EMPLOYEES OF THE EXECUTIVE OFFICE OF  
THE PRESIDENT**

**SUBJECT: Government Fiscal Responsibility and  
Reducing Perquisites**

To promote government fiscal responsibility by cutting the perquisites and excesses of government office, it is hereby ordered as follows:

**Section 1. Executive Dining Facilities**

Executive dining facilities in the executive departments and agencies and the White House Executive Mess will not be permitted hereafter to provide below-cost meals. The Office of Management and Budget, after consultation with the agencies as needed, will develop promptly a plan and issue any directives required to recover the costs of meals served in these executive dining rooms.

I strongly support the decision of those Secretaries who have concluded that they do not need an executive dining room for the conduct of their agency's business and have closed and converted them to other uses. I therefore am requesting the other heads of agencies to review their official needs and close voluntarily executive dining facilities that are not essential for the regular conduct of government business.

**Section 2. Fitness Club Facilities**

The practice of paying for or subsidizing employees' membership or use of private health clubs will no longer be permitted (except for employees, such as law enforcement personnel, whose official duties require maintaining physical fitness).

Agencies providing fitness room facilities must recover operating and equipment costs from users of those facilities. Agencies may still provide space, rent and utilities for such facilities.

### Section 3. Golf Courses

Government-owned golf courses will be opened for use by the public. In addition, the costs of operation will be recovered from users of these courses, except for golf courses located in remote or isolated areas. Subsidies may be permitted for patients in medical or long term care facilities and military or civilian personnel in remote or isolated locations and for active and retired enlisted military personnel. The Secretary of Defense may designate exemptions from this section for security purposes in exceptional circumstances.

### Section 4. Conferences

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest. The Office of Management and Budget, after consultation with the agencies, will issue further directives necessary to implement this requirement.

### Section 5. Medical Services

Executive agencies will charge, to the extent permitted by law, at least a nominal fee for medical services provided to their employees by the Public Health Service, except for emergency care, and occupational health screening and treatment and some preventative care where reasonable and cost effective. These fees will be used by each agency to defray the cost of providing these services. Military personnel and their dependents will be excepted from this fee requirement.

### Section 6. Agency Souvenirs and Gifts

Agencies may not use appropriated funds, except representation funds, for souvenirs or gifts designed to promote or advertise the agency.

The Office of Management and Budget, in consultation with the Office of Personnel Management and General Services Administration, shall take such actions as may be necessary to implement this order and to ensure compliance.

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES AND  
EMPLOYEES OF THE EXECUTIVE OFFICE OF THE  
PRESIDENT

SUBJECT:           Restricted Use of Government Aircraft

The taxpayers should pay no more than absolutely necessary to transport government officials. The public should only be asked to fund necessities, not luxuries, for its public servants. I describe in this memorandum the limited circumstances under which senior executive branch officials are authorized to use government aircraft.

In general, government aircraft (either military or owned and operated by a particular agency) shall not be used for non-governmental purposes. Uses other than those that constitute the discharge of an agency's official responsibilities are non-governmental.

The Secretary of State, Secretary of Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence may use government aircraft for non-governmental purposes, but only upon reimbursement at "full coach fare" and with my authorization (or that of my designated representative) on the grounds that a threat exists which could endanger lives or when continuous 24 hour secure communication is required.

When travel is necessary for governmental purposes, government aircraft shall not be used if commercial airline or aircraft (including charter) service is reasonably available, i.e., able to meet the traveler's departure and/or arrival requirements within a 24-hour period, unless highly unusual circumstances present a clear and present danger, an emergency exists, use of government aircraft is more cost effective than commercial air, or other compelling operational considerations make commercial transportation unacceptable. Such authorization must be in accordance with the May 22, 1992 Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." (The provisions and definitions of this Circular are to supplement but not replace the provisions in this Memorandum.) In addition, government funds shall not be used to pay for first-class travel, unless no other commercial service is reasonably available, or such travel is necessary for reasons of disability or medical condition.



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

THE DIRECTOR

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Memorandum Restricting the Use of  
Government Aircraft

SUMMARY: This memorandum forwards for your consideration a proposed memorandum that was submitted by the Office of Domestic Policy. The proposed memorandum would restrict use of government aircraft by senior executive branch officials.

BACKGROUND: The proposed memorandum would prohibit senior officials from using government aircraft for non-governmental purposes. A limited exception would be made for the Secretaries of State and Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence. They would be permitted to use government aircraft for non-governmental purposes, but only upon reimbursement of full coach fare and with authorization by the President (or the President's representative) based on a finding that a security threat exists or continuous secure communication is required.

The memorandum would require that, with limited exceptions, government aircraft could not be used for government travel if commercial airline or aircraft service is reasonably available. It would also require that first class travel not be used, unless no other commercial service is reasonably available, or first class travel is necessary by reason of disability or medical condition.

It would also require all use of government aircraft by senior executive branch official to be documented and disclosed to the public. Moreover, the memorandum would require all agencies to report to the Office of Management and Budget (OMB) on their continuing need for passenger use aircraft in their inventories. OMB would review the agency reports to evaluate current aircraft use policies.

The memorandum would apply to civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

RECOMMENDATION: I recommend that you sign the proposed memorandum.

In order to assist the Administrator of the General Services Administration's oversight of agency aircraft, all use of government aircraft by senior executive branch officials shall be documented and such documentation shall be disclosed to the public upon request unless classified. Each agency and the Executive Office of the President shall report semi-annually to the General Services Administration and the Office of Management and Budget data relating to the amount of travel on government aircraft by such officials at government expense and the amount of reimbursements collected for travel for non-governmental purposes.

In addition, all agencies are directed to report to OMB within 60 days of this order on their continuing need for aircraft configured for passenger use in their inventories. OMB, in turn, shall evaluate the sufficiency and effectiveness of current policies. Such review should include a public comment process.

The memorandum shall apply solely to senior executive branch officials. For purposes of this memorandum, senior executive branch officials are civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

Thank you for your assistance in implementing these restrictions.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

THE DIRECTOR

February 8, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director 

SUBJECT: Proposed Executive Order Entitled "Deficit Control and Productivity Improvement in the Administration of the Federal Government"

SUMMARY: This forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would require Executive departments and agencies to reduce their administrative expenses by an average of almost three percent annually over the next four years.

BACKGROUND: During the Presidential campaign, you stated an intention to reduce federal administrative costs by three percent annually. The proposed order would carry out that commitment.

The order would direct all Executive departments and agencies to include a separate category for "administrative expenses" in their appropriation requests to the Office of Management and Budget for fiscal years 1994 through 1997. The order would direct the agencies to submit in fiscal years 1994 through 1997, budget requests that respectively reflect reductions in their administrative expenses of one, three, six and eleven percent from the 1993 baseline.

To enforce the reductions, the order would authorize the Director of the Office of Management and Budget to reduce an agency's request for administrative expenses to the extent that an agency fails to meet the annual goal. The order would also request independent agencies to reduce their administrative expenses by the same percentages as the Executive agencies.

RECOMMENDATION: I recommend that you sign the proposed Executive order.

EXECUTIVE ORDER

DEFICIT CONTROL AND PRODUCTIVITY IMPROVEMENT  
IN THE ADMINISTRATION OF THE FEDERAL GOVERNMENT

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Budget and Accounting Act of 1921, as amended (31 U.S.C. 1101 et seq.), and section 301 of title 3, United States Code, and in order to assist in the control of the federal deficit and improve the administrative productivity of the federal government, it is hereby ordered as follows:

Section 1. All executive departments and agencies shall include a separate category for "administrative expenses" when submitting their appropriation requests to the Office of Management and Budget (OMB) for fiscal years 1994 through 1997. The Director of OMB (Director), in consultation with the agencies, shall establish and revise as necessary a definition of administrative expenses for the agencies. All questions regarding the definition of administrative expenses shall be resolved by the Director.

Sec. 2. The purpose of this order is to achieve real reductions in the administrative costs of federal agencies. In order to accomplish that goal, agencies shall submit budgets that reflect the following reductions from the fiscal year 1993 baseline:

(a) For fiscal year 1994, all agencies shall submit budget requests that reflect no less than a 1% reduction in administrative expenses from the amount made available for fiscal year 1993 adjusted for inflation;

(b) For fiscal year 1995, all agencies shall submit budget requests that reflect no less than a 3% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(c) For fiscal year 1996, all agencies shall submit budget requests that reflect no less than a 6% reduction in

administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation;

(d) For fiscal year 1997, all agencies shall submit budget requests that reflect no less than a 11% reduction in administrative expenses from the amounts made available for fiscal year 1993 adjusted for inflation. ✓

Sec. 3. The Director shall review agency requests for administrative expenses. The Director shall ensure that all agency requests for such expenses are reduced in accordance with section 2 of this order. To the extent that any agency fails to comply with the mandates of section 2, the Director is authorized to reduce the request for administrative expenses in that agency's budget to achieve the appropriate reduction.

Sec. 4. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE



EXECUTIVE OFFICE OF THE PRESIDENT

OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

February 8, 1993

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Leon E. Panetta  
Director

SUBJECT: Proposed Executive Order Entitled "Reduction  
of 100,000 Federal Positions"

SUBJECT: This forwards for your consideration a proposed Executive order that was submitted by the Office of Domestic Policy. The proposed order would require Executive departments and agencies with over 100 employees to reduce their civilian personnel positions by four percent over the next three years.

BACKGROUND: During the Presidential campaign, you promised to reduce employment in the Federal government by 100,000 positions. The proposed Executive order would fulfill that promise.

The proposed order would require that, effective February 1, 1993, Executive departments and agencies with over 100 employees eliminate not less than four percent of their civilian personnel positions over the next three fiscal years. This four percent reduction would result in the elimination of about 100,000 positions. The positions would be vacated through attrition and early out programs. At least ten percent of the reductions would come from the Senior Executive Service, GS-14 and GS-15 levels.

The order would require Executive departments and agencies to achieve 25 percent of the total reduction by the end of fiscal year 1993; 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995. The Director of the Office of Management and Budget would issue detailed instructions regarding the implementation of the order, including exemptions necessary for the delivery of essential services and compliance with applicable law. The order would request independent agencies to reduce their employment by the same percentages as the Executive agencies.

RECOMMENDATION: I recommend that you sign the proposed Executive order.

EXECUTIVE ORDER

REDUCTION OF 100,000 FEDERAL POSITIONS

By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 301 of title 3, United States Code, section 3301 of title 5, United States Code, and section 1111 of title 31, United States Code, it is hereby ordered as follows:

Section 1. Limits on Hiring Civilian Personnel. Each Executive department or agency with over 100 employees shall eliminate not less than four percent of its civilian personnel positions (measured on a full time equivalent (FTE) basis) over the next three fiscal years. The positions shall be vacated through attrition or early out programs established at the discretion of the department and agency heads. At least 10 percent of the reductions shall come from the Senior Executive Service, GS-15 and GS-14 levels or equivalent.

Sec. 2. Coverage. This order applies to all executive branch departments and agencies with over 100 employees (measured on an FTE basis).

Sec. 3. Target Dates. Each department and agency shall achieve 25 percent of its total reductions by the end of fiscal year 1993, 62.5 percent by the end of fiscal year 1994, and 100 percent by the end of fiscal year 1995.

Sec. 4. Implementation. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. Independent Agencies. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Steve Warnath to Vince Foster re: OMB Input re-Perks Executive Orders (4 pages)	1/28/93	P5

**This marker identifies the original location of the withdrawn item listed above.  
For a complete list of items withdrawn from this folder, see the  
Withdrawal/Redaction Sheet at the front of the folder.**

---

**COLLECTION:**

Clinton Presidential Records  
Domestic Policy Council  
Bruce Reed (Subject File)  
OA/Box Number: 21208

---

**FOLDER TITLE:**

Reinventing Government-Executive Orders

1574

---

**RESTRICTION CODES**

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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.

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

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

## **Executive Order \_\_\_\_\_**

By virtue of the authority vested in me as President by the Constitution and laws of the United States of America and to promote government fiscal responsibility by cutting the perks and excesses of government office, it is hereby ordered as follows:

### **Section 1. Executive Dining Facilities**

The federal government will no longer provide meals in executive dining facilities at a price below those available to the general public. Hereafter, prices for meals served in agency executive dining facilities will be equivalent to those charged in comparable commercial facilities.

### **Section 2. Fitness Facilities**

Agency fitness facilities must recover all operating and equipment costs from users of those facilities. Agencies may still provide space, rent and utilities for such facilities, provided that the facility is open to all employees. The practice of paying for or subsidizing employees' membership or use of private health clubs will no longer be permitted (except for employees, such as law enforcement personnel, whose official duties require maintaining physical fitness).

### **Section 3. Golf Courses**

Government-owned golf courses will be opened for use by the public. In addition, the costs of operation will be recovered from users of these courses, except for golf courses located in remote or isolated areas. Subsidies may be permitted for patients in medical or long term care facilities and military or civilian personnel in remote or isolated locations.

### **Section 4. Conferences**

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest.

## Section 5. Medical Services

Agencies will charge at least a nominal fee for medical services provided to their employees by the Public Health Service, except for emergency care, and occupational health screening and treatment and some preventative care where reasonable and cost effective. These fees will be used by each agency to defray the cost of providing these services. Military personnel and their dependents will be excepted from this fee requirement.

## Section 6. Agency Souvenirs and Gifts

Agencies may not use appropriated funds, except representation funds, for souvenirs or gifts designed to promote or advertise the agency.

The Office of Management and Budget, in consultation with the Office of Personnel Management and General Services Administration, shall take such actions as necessary to implement this order and to ensure compliance.

WILLIAM J. CLINTON

THE WHITE HOUSE  
January \_\_, 1993

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES  
AND EMPLOYEES OF THE EXECUTIVE OFFICE OF  
THE PRESIDENT

SUBJECT: Government Fiscal Responsibility  
and Reducing Perquisites

To promote Government fiscal responsibility by cutting the perquisites and excesses of Government office, it is hereby ordered as follows:

Section 1. Executive Dining Facilities

Executive dining facilities in the executive departments and agencies and the White House Executive Mess will not be permitted hereafter to provide below-cost meals. The Office of Management and Budget, after consultation with the agencies as needed, will develop promptly a plan and issue any directives required to recover the costs of meals served in these executive dining rooms.

I strongly support the decision of those Secretaries who have concluded that they do not need an executive dining room for the conduct of their agencies' business and have closed and converted them to other uses. I therefore am requesting the other heads of agencies to review their official needs and close voluntarily executive dining facilities that are not essential for the regular conduct of Government business.

Section 2. Conferences

The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies are not to select conference sites without evaluating the cost differences of prospective locations. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest. The Office of Management and Budget, after consultation with the agencies, will issue further directives necessary to implement this requirement.

*William D. Miller*

THE WHITE HOUSE

WASHINGTON

February 10, 1993

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES  
AND EMPLOYEES OF THE EXECUTIVE OFFICE OF  
THE PRESIDENT

SUBJECT: Restricted Use of Government Aircraft

The taxpayers should pay no more than absolutely necessary to transport Government officials. The public should only be asked to fund necessities, not luxuries, for its public servants. I describe in this memorandum the limited circumstances under which senior executive branch officials are authorized to use Government aircraft.

In general, Government aircraft (either military or owned and operated by a particular agency) shall not be used for nongovernmental purposes. Uses other than those that constitute the discharge of an agency's official responsibilities are nongovernmental.

The Secretary of State, Secretary of Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence may use Government aircraft for nongovernmental purposes, but only upon reimbursement at "full coach fare" and with my authorization (or that of my designated representative) on the grounds that a threat exists which could endanger lives or when continuous 24-hour secure communication is required.

When travel is necessary for governmental purposes, Government aircraft shall not be used if commercial airline or aircraft (including charter) service is reasonably available, i.e., able to meet the traveler's departure and/or arrival requirements within a 24-hour period, unless highly unusual circumstances present a clear and present danger, an emergency exists, use of Government aircraft is more cost-effective than commercial air, or other compelling operational considerations make commercial transportation unacceptable. Such authorization must be in accordance with the May 22, 1992, Office of Management and Budget Circular A-126, "Improving the Management and Use of Government Aircraft." (The provisions and definitions of this Circular are to supplement but not replace the provisions in this memorandum.) In addition, Government funds shall not be used to pay for first-class travel, unless no other commercial service is reasonably available, or such travel is necessary for reasons of disability or medical condition.

In order to assist the Administrator of General Services oversight of agency aircraft, all use of Government aircraft by senior executive branch officials shall be documented and such documentation shall be disclosed to the public upon request unless classified. Each agency and the Executive Office of the President shall report semiannually to the General Services Administration and the Office of Management and Budget data relating to the amount of travel on Government aircraft by such officials at Government expense and the amount of reimbursements collected for travel for nongovernmental purposes.

In addition, all agencies are directed to report to OMB within 60 days of this memorandum on their continuing need for aircraft configured for passenger use in their inventories. OMB, in turn, shall evaluate the sufficiency and effectiveness of current policies. Such review should include a public comment process.

This memorandum shall apply solely to senior executive branch officials. For purposes of this memorandum, senior executive branch officials are civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President.

Thank you for your assistance in implementing these restrictions.

*William J. Tan*

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET

ROUTE SLIP

TO: Janet Green  
Diane Lowe  
Bob Damus  
Jim Murr

Take Necessary Action	_____
Approval or Signature	_____
Comment	_____
As Requested	_____
For Your Information	_____
See Remarks Below	_____

  
FROM: Frank Reeder (x7388)

DATE: February 20, 1993

SUBJECT: Draft guidance to agencies on "perks"

Attached is a package I would like to get out the agencies soonest for their comments. Before doing so, however, I would appreciate your comments both from a policy perspective and as to its workability in the complex. I will call you on Monday.

D R A F T      D R A F T      D R A F T      D R A F T      D R A F T

As of: 2/20/93  
11:02am

MEMORANDUM FOR PRESIDENT'S COUNCIL ON MANAGEMENT IMPROVEMENT

FROM:            Franklin S. Reeder  
                 Assistant Director for General Management

SUBJECT:         Draft guidance on advisory committees, use of  
                 aircraft, etc.

Attached are two draft OMB bulletins, one on advisory committees, and the other on use of aircraft, first class travel, conferences, executive motor vehicles, and dining facilities. These bulletins implement directives issued by the President on February 10. (Guidance on FTE and administrative cost reductions is being handled separately.)

We would appreciate any comments or suggestions by close of business on [end of second day after above date]. Comments should be submitted to Steve Mertens, Room 10201 New Executive Office Building, Washington, D.C. 20503 or faxed to 202-395-xxxx.

In evaluating this guidance, we are particularly interested in ways of assuring real compliance with the President's directives.

*I am willing to put up another ten to fifteen dollars [a month] you know, but I don't want to be paying for someone's limo service.*

Paul Estrada, a family man and aerospace worker, as seen on CBS Evening News, February 18, 1993

# DRAFT

BULLETIN NO. 93-

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Fiscal Responsibility and Reducing Perquisites

1. Purpose. This Bulletin provides guidance and instructions to agencies concerning implementation of the February 10, 1993 Presidential memoranda on "Use of Government Vehicles," "Restricted Use of Government Aircraft," and "Government Fiscal Responsibility and Reducing Perquisites."
2. Background. On February 10, 1993, the President signed three memoranda to Executive Departments instructing them to curtail use of government vehicles, government aircraft executive dining facilities and conferences. These memoranda instruct the Office of Management and Budget to issue any necessary directives and plans to implement the policies and to monitor compliance.
3. Coverage. This Bulletin applies to all Executive Departments and agencies.
4. Policy. As American taxpayers are being asked to make a contribution to reducing the deficit it is imperative that we not spend their hard-earned tax dollars in ways that appear to be improper. Specific policy guidance and definitions are attached to this bulletin covering the use of government vehicles and aircraft, executive dining facilities and conferences.
5. Action Requirements. It is the responsibility of every Department and agency to ensure compliance with the President's policies and attached guidance both in spirit and in fact.
6. Effective Date. The provisions of this Bulletin are effective upon issuance.
7. Information Contact: Inquiries should be directed to the person named in the attachments.

Leon E. Panetta  
Director

DRAFT

**DRAFT**

Attachments

1. Use of Government Vehicles
2. Use of First Class Travel
3. Use of Government Aircraft
4. Executive Dining Facilities
5. Travel to Conferences

# DRAFT

ATTACHMENT 1

## Guidance on the Use of Government Vehicles

Policy: Executive Departments and agencies will reduce the number of executive motor vehicles by at least 50 percent by the end of fiscal year 1993.

Scope and Coverage: This guidance applies to all Executive Departments and agencies.

### Definitions:

Executive Motor Vehicle means an owned or leased motor vehicle expressly designed for carrying passengers, which is used for the purpose of providing transportation for executive branch officials and employees but does not include vans or buses. Motor vehicles owned or leased driven exclusively by the person being transported are excluded.

Government Executive means any employee of the Federal government with a rank or position of Assistant Secretary, Chiefs of mission, or at Executive Level IV and above or their equivalent.

### Actions:

- a. Heads of Executive Departments and agencies shall maintain and operate only the minimum number of executive vehicles necessary to meet the transportation needs of Government executives.
- b. At a minimum, each agency with two or more executive motor vehicles must reduce the number of such vehicles by 50 percent by the end of fiscal year 1993.
- c. Agencies are instructed to exercise a "common sense" approach in identifying executive motor vehicles and to discourage and/or disallow any attempt to avoid the intent of this policy such as by not counting vehicles used both to transport individuals and small packages or by excluding vehicles driven by persons not formally classified as drivers.

Exemptions: Armored vehicles and vehicles acquired and used principally to ensure the personal safety or security of employees, as determined by the Heads of Executive Departments and agencies, are exempt from this policy.

**DRAFT**

Reporting:

- a. Heads of Executive Departments and agencies shall report to the Office of Management and Budget on their current inventories of executive motor vehicles within 30 days of the issuance of this guidance. A copy of this report shall be concurrently provided to the Administrator of the General Services Administration. A reporting format is specified at Exhibit 1A.
- b. Heads of Executive Departments and agencies shall notify the Office of Management and Budget when it is in compliance with this policy, and in no event later than September 30, 1993.
- c. Each Department and agency shall report to the Office of Management and Budget, the number of executive motor vehicles in its inventory no later than October 31, 1993. A copy of this report shall be concurrently provided to the Administrator of the General Services Administration.

Contact: Kimberly Newman, OMB, (202) 395-4936.

Attachment: Exhibit 1.

**DRAFT**



DRAFT

ATTACHMENT 2

### Use of First Class Travel

Policy: Government funds shall not be used to pay for first-class travel, unless no other commercial service is reasonably available, or such travel is necessary for reasons of disability or medical condition.

Scope and Coverage: This guidance applies to all officers and employees of the Executive branch and others who travel in support of agency programs at taxpayer expense.

[Reviewer's Note: As written in the Presidential memorandum, this policy only applies to "civilian officials appointed by the President with the advice and consent of the Senate, as well as civilian employees of the Executive Office of the President." If applied in this way, however, it would result in the unusual situation where senior officials would be subject to greater restrictions on the use of first class than their subordinates. This guidance is written to apply the restrictions on first class travel to all employees in the Executive branch.]

#### Definitions:

First class travel means the highest class of service available on multiple class commercial transportation modes, including aircraft, ships, and trains. This does not include other premium, i.e., above coach, class service, such as business class on aircraft.

Reasonably available means able to meet the traveler's departure and/or arrival requirements within a 24 hour period, unless the traveler demonstrates that extraordinary circumstances require a shorter period to fulfill effectively the agency requirement.

#### Actions:

- a. Agencies shall not authorize, pay for, or reimburse employees or others for the use of first class travel, except as provided below. Use of other premium classes of travel; e.g., business class air transportation; continues to be covered by the Federal Travel Regulations issued by the General Services Administration.
- b. The Secretaries of Defense and "the uniformed services," the Secretary of State, and the Administrator of General Services shall incorporate the applicable policies in this Bulletin into the travel regulations which they promulgate for uniformed service, foreign service, and civilian

DRAFT

DRAFT

employees, respectively. The necessary changes to these regulations should be issued no later than 60 days from the date of this Bulletin.

- c. The Administrator of General Services shall issue guidance on agency reports on use of first class travel no later than 60 days from the date of this Bulletin.

Exceptions: Agencies may exempt travelers from the prohibition on use of first class travel under the following conditions:

- a. No other commercial service is reasonably available; or
- b. The traveler is handicapped or otherwise physically impaired such that other accommodations cannot be used, and this condition is substantiated by a competent medical authority.

Reporting: Agencies shall report to GSA, in accordance with the reporting instructions to be issued by GSA, on all instances of first class travel paid with government funds. The reports will include the name of each person for whom first class travel is paid, the purpose of the travel, the basis on which first class travel was justified, the cost of the first class travel, and the cost of the alternative coach level of service. The first of these reports will be due for the fiscal year ending September 30, 1993, and annually thereafter.

Contact. Jack Kelly, OMB, (202) 395-5090.

DRAFT

DRAFT

ATTACHMENT 3

## Use of Government Aircraft

Policy: The taxpayers should pay no more than necessary to transport government officials. In general, government aircraft shall not be used for nongovernmental purposes. When travel is necessary for governmental purposes, government aircraft shall not be used if commercial airline or aircraft (including charter) service is reasonably available.

Scope and Coverage: This guidance applies to Executive Departments and agencies.

Definitions: For purposes of this guidance, definitions for "government aircraft," "full coach fare," and "reasonably available" are the same as defined in OMB Circular A-126. In addition:

Aircraft configured for passenger use means aircraft equipped with seats capable of carrying four or more passengers, in addition to the pilot and other members of the aircraft flight crew, whether or not the seats are normally installed in the aircraft. This designation is made based on capability, not on use.

Nongovernmental purpose means uses of government aircraft other than those that constitute the discharge of an agency's official responsibilities. This means use of government aircraft for private (i.e., personal or political) reasons, when such use is required because of bona fide communications or security needs or exceptional scheduling requirements.

Senior Executive Branch Officials mean civilian officials appointed by the President with the advice and consent of the Senate and civilian employees of the Executive Office of the President (EOP).

### Actions:

- a. Agencies shall not use government aircraft for travel by Senior Executive Branch Officials for nongovernmental purposes except as provided under Exceptions below.
- b. Agencies may authorize the use of government aircraft by Senior Executive Branch Officials for governmental purposes only when commercial airline or aircraft (including charter) service is not reasonably available, unless highly unusual circumstances present a clear and present danger, an emergency exists, use of government aircraft is more cost-

DRAFT

DRAFT

effective than commercial air, or other compelling operational considerations make commercial transportation unacceptable. Such authorization shall be granted sparingly and shall be consistent with and documented in accordance with OMB Circular A-126.

- c. Agencies shall report all uses of government aircraft by Senior Executive Branch Officials, including for mission travel. In addition to information already reported, these reports must include the amount of reimbursements collected for travel for nongovernmental purposes by Senior Executive Branch Officials.
- d. The Administrator of General Services shall modify the current guidance on agency reports on non-mission uses of government aircraft to incorporate the additional requirements in subparagraph c. above. The revised guidance should be issued no later than 60 days from the date of this Bulletin.
- e. The Administrator of General Services shall evaluate the reports on agencies' continuing need for aircraft configured for passenger use in the context of the aircraft inventory data and other information maintained by GSA and shall provide OMB the results of such evaluation.

Exception: The Secretary of State; Secretary of Defense, Attorney General, Director of the Federal Bureau of Investigation, and the Director of Central Intelligence may use government aircraft for nongovernmental purposes, but only upon reimbursement at full coach fare and with authorization by the President or his designated representative.

Reporting: Not later than April 12, 1993, agencies shall report to OMB on their continuing need for aircraft configured for passenger use. These reports will be provided in the format and according to the instructions given in Exhibit 3a. Agencies shall provide GSA with a copy of their reports concurrent with providing them to OMB.

Contact. Jack Kelly, OMB, (202) 395-5090.

**Attachments**

- Exhibit 3A
- Exhibit 3B

DRAFT

DRAFT

EXHIBIT 3A

**Agency Report on the Continuing Need  
for Aircraft Configured for Passenger Use**

The February 10, 1993 Presidential memorandum on "Restricted Use of Government Aircraft" requires agencies to report to OMB within 60 days (i.e., by April 12, 1993) on their continuing need for aircraft configured for passenger use. For purposes of meeting this requirement such aircraft have been defined to be "aircraft equipped with seats capable of carrying four or more passengers, in addition to the pilot and other members of the aircraft flight crew, whether or not the seats are normally installed in the aircraft." To meet this reporting requirement, agencies shall:

1. Submit a copy of the agency's 1992 FAMIS inventory list (or the 1991 list if 1992 is not available) annotated as follows:
  - a. Mark the list to indicate all changes in location and mission that have occurred since the list was published as well as the "Del. Dt." column for aircraft removed from the inventory. For aircraft removed from the inventory, note the type of disposal (e.g., transfer, sale, donation, etc.) and to whom title was transferred, in addition to the date deleted from the inventory.
  - b. Amend the FAMIS list to add any aircraft acquired since the FAMIS list was published or aircraft that are included in the agency's property records that were not reported to FAMIS. Such aircraft might include aircraft that are in a non-operational status, e.g., storage, and seized or forfeited aircraft that have been acquired subsequently for agency use. Do not list aircraft that are on loan to a state or local government or seized or forfeited aircraft which the agency has not acquired for use.
2. For each aircraft on the annotated FAMIS list that is configured for passenger use, mark "P" in the left margin next to the Aircraft Type.
3. For other aircraft, mark "NP" in the left margin next to the Aircraft Type.
4. List the Aircraft Type and FAA No. (i.e., "tail number") for each aircraft marked "P" on the FAMIS report on the separate "Report on Aircraft Configured for Passenger Use," the format for which is provided as Exhibit 3b, and provide the remaining information as follows:

3-3

DRAFT

DRAFT

- a. Passenger Capacity, Designed and Normal - indicate in the appropriate columns the number of passenger seats that the aircraft is designed or capable of holding (including seats that are designed to be moved in on an as needed basis) and the number of seats the aircraft carries normally.
  - b. Annual Hours Flown - indicate the number of hours the aircraft was flown in 1991, 1992, and thus far in 1993.
  - c. 1992 Operating Costs - indicate the total operating costs for the aircraft in FY 1992. These costs should include the total of both the variable and fixed cost elements defined in OMB Circular A-126.
5. For each aircraft listed on the "Report on Aircraft Configured for Passenger Use," provide a paragraph justifying the use of the aircraft. Justifications are:
- (1) commercial aircraft or aircraft services are unable to meet the agency's needs; or
  - (2) the agency can operate its aircraft at lower cost than it can acquire the comparable service from commercial sources.
- Each of these justifications should be explained in sufficient detail and the agency should provide copies of any reports or other analyses that support them. If several aircraft are justified on the same grounds, they may be grouped together and justified in the same paragraph.
6. Submit the annotated FAMIS list, the "Report on Aircraft Configured for Passenger Use," and the justification paragraphs to OMB by April 12, 1993. Agencies shall provide GSA with a copy of their reports concurrent with providing them to OMB.

3-4

DRAFT



**Guidance on Executive Dining Facilities**

Policy: Executive dining facilities in the Executive Departments and agencies will not provide below-cost meals.

Definitions:

Executive Dining Facility means any food preparation and/or consumption area to which access is restricted based on rank or position.

Meal Cost means the full cost of food, food preparation, service and equipment costs to operate an executive dining facility. In no event is "meal cost" to be less than the price charged for similar meals in a comparable commercial establishment.

Actions:

- a. Heads of Executive Departments and agencies shall review all dining facilities to ensure compliance with the policy listed above.
- b. Agency Heads shall consult with the Chief Financial Officers, Inspector Generals and other appropriate agency officials to assure that accounting practices and procedures are sufficient to permit periodic audits of compliance with this policy.

Exemptions: Dining facilities that operate with non-appropriated funds (e.g., military officer clubs) are exempt from this policy. Any use of a dining facility for representation purposes or deemed by the Head of the Department or agency as necessary for the successful completion of an agency's mission is exempt provided that the price charged for other than such representation purposes shall be not less than the meal costs in a comparable commercial establishment.

Reporting: Agencies should report, no later than sixty days after the issuance of this guidance, to OMB in the format specified in the following exhibit: (1) the number of dining facilities subject to this policy and (2) actions taken to ensure compliance with this guidance.

Contact: Steve Mertens, OMB, (202) 395-4935.

Attachment

Exhibit 4A

DRAFT

DRAFT

EXHIBIT 4A

**Executive Dining Facility Reporting Format**

[Executive Department or Agency]

[Agency Contact: (Name, Phone Number)]

Please provide the following information on each executive dining facility as defined above:

- o Location
- o Status (Open or Closed)
  - If "Closed," estimated savings.
  - If "Open," changes that have been made in the operations of the executive dining facility to comply with the President's policy and this guidance and the estimated savings. The agency should also provide a statement showing that the facility is operated within the framework of this guidance (e.g., "We charge on the following basis...").

DRAFT

ATTACHMENT 5

## Travel to Conferences

Policy: The public interest requires that agencies exercise strict fiscal responsibility when selecting conference sites. Accordingly, agencies shall select conference sites that minimize conference costs. When agency representatives attend conferences sponsored by others, the agency must keep its representation to a minimum consistent with serving the public's interest.

Scope and Coverage: This guidance applies to all Executive-- Departments and agencies that sponsor conferences or pay for travel to conferences. In addition to conference travel by agency employees, this guidance applies to conference travel paid for persons invited to travel in support of agency programs.

### Definitions:

Conferences mean meetings, retreats, training activities, and other gatherings which involve travel beyond the attendee's commuting ranges.

Conference costs mean all costs paid by the government for a conference, whether paid directly by agencies or reimbursed by agencies to travelers or others associated with the conference, e.g., speakers, contractors, etc. Such costs include, but are not limited to, travel to and from the conference, ground transportation, lodging, meals and incidental costs, meeting room and audiovisual costs, registration fees, speaker fees, other conference-related administrative fees, and the cost of employees' time spent at the conference and traveling to and from the conference.

### Actions:

- a. Agencies shall establish or revise existing procedures to select conference sites and make other conference arrangements to ensure that conference costs are kept to a minimum. Agencies shall document the alternatives considered and rationale used in selecting conference sites.
- b. Agencies shall establish or revise existing internal policies and procedures for determining the number and identity of persons to send to conferences sponsored by themselves or others. These procedures should, at a minimum, (1) limit agency attendance to the minimum determined by a senior official to be necessary for accomplishment of the agency's mission, and (2) consider travel expenses in selecting attendees.

DRAFT

- c. The Secretaries of Defense and "the uniformed services," the Secretary of State, and the Administrator of General Services shall incorporate the applicable policies in this Bulletin into the travel regulations which they promulgate for uniformed service, foreign service, and civilian employees, respectively. The necessary changes to these regulations should be issued no later than 60 days from the date of this Bulletin.
- d. The Administrator of General Services shall develop programs to assist agencies in selecting conference locations which minimize travel costs and in obtaining the most favorable conference rates available.
- e. The Director of the Office of Personnel Management shall incorporate the applicable policies in this Bulletin into the training regulations promulgated by OPM no later than 60 days from the date of this Bulletin.

Reporting: Agencies are not required to submit reports on conferences they sponsor. However, agencies shall maintain sufficient documentation to demonstrate that they have complied with the requirements of this Bulletin in selecting conference locations and in determining the agency's attendance at conferences. Such documentation must be available for inspection by the agency Inspectors General and other interested parties.

Contact. Jack Kelly, OMB, (202) 395-5090.

216



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET

DATE: 1-28-93

TO: Bruce Reed

FROM: Bob Davins

Suggested revisions  
on your order regarding  
advisory commissions

EXECUTIVE ORDER

- - - - -

TERMINATION AND LIMITATION  
OF FEDERAL ADVISORY COMMITTEES

By virtue of the authority vested in me as President by the Constitution and the laws of the United States of America, including the Federal Advisory Committee Act (FACA), as amended (5 U.S.C. App), it is hereby ordered as follows:

Section 1. Each executive department and agency shall terminate one-third of the advisory committees subject to FACA (and not required by statute) that are sponsored by the department or agency by no later than the end of fiscal year 1993.

Sec. 2. Within 90 days, the head of each executive department and agency shall submit to the Director of the Office of Management and Budget, for each advisory committee subject to FACA sponsored by that department or agency: (1) a detailed justification for the continued existence, or a brief description in support of the termination, of any advisory committee not required by statute; and (2) a detailed recommendation for submission to the Congress to continue or to terminate any advisory committee required by statute. The Administrator of the General Services Administration shall prepare such justifications and recommendations for each advisory committee subject to FACA and not sponsored by a department or agency.

Sec. 3. Effective immediately, no executive department or agency shall create or sponsor a new advisory committee subject to FACA unless the committee is required by statute or the agency head (a) finds that compelling considerations necessitate creation of such a committee, and (b) receives the approval of the Director of the Office of Management and Budget. Such approval shall be granted only sparingly and only

if compelled by considerations of national security, health or safety, or similar national interests.

Sec. 4. Implementation. The Director of the Office of Management and Budget shall issue detailed instructions regarding the implementation of this order, including exemptions necessary for the delivery of essential services and compliance with applicable law.

Sec. 5. Independent Agencies. All independent regulatory commissions and agencies are requested to comply with the provisions of this order.

THE WHITE HOUSE,

	Non-DEF	DISCRETIONARY			
390	'94	'95	'96	'97	'98
	.4	.9	1.4	2.4	2.5

OMB estimates that these cuts would save  
 \$2.4 B, by FY 1997.  
 a year

\$3-4 b a year by FY 1996