

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. memo	John H. Gibbons to John D. Podesta; re: O'Leary Draft Letter from President Clinton to Kiichi Miyazawa (1 page)	02/24/1993	P5
001b. list	re: Telephone Calls - John Podesta (partial) (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
SC
O/A/Box Number: 14023

FOLDER TITLE:

004103SS

Jimmie Purvis
2010-0450-F
jc2930

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]
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- 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)]

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THE WHITE HOUSE
WASHINGTON

03 FEB 24 P2:29

February 24, 1993

MEMORANDUM FOR JOHN D. PODESTA

FROM: JOHN H. GIBBONS 

SUBJECT: O'LEARY DRAFT LETTER FROM PRESIDENT CLINTON
TO KIICHI MIYAZAWA

A Japanese contribution of \$1.5 billion will be critical to the success of the SSC. At the appropriate time, a clear signal from the President will be necessary to secure Japanese participation in the SSC. The timing of this message is critical as well. If Japan is to include funds for the SSC in their FY 1994 budget, they will need a clear signal from the President within the next few weeks. If funding for the SSC is not in their FY 1994 budget, the program will be highly vulnerable to adverse congressional action this year.

In sending a message to Japan, the President must be clear that the SSC budget will be stretched out, and that the implications of this must be understood through a collaborative process. Such a statement is essential so that any revised planning can accommodate recommendations for improved management or technical changes resulting from prototype testing. This latter point is especially important because as with any effort of this magnitude, we want to ensure that the project is well managed.

However, I am concerned that this is may not be the most propitious time for the President to request \$1.5 billion from Japan. The Space Station is foremost on the minds of the Japanese, DOE is in process of cutting nuclear research programs, eliminating a number of joint projects with Japan. The President has to date sent one letter to Prime Minister Miyazawa, focusing on economics. One could argue it is not appropriate for a second letter to focus on a request for \$1.5 billion following a letter in which the subject was a \$6 trillion economy. In addition, the President has approved a revised budget profile for the SSC to ensure that the SSC is completed on a realistic schedule. This will require additional technical planning, and the implications of this should be understood by us and the Japanese to the extent possible prior to requesting funds from Japan.

For these reasons, I will not clear on the draft letter. However, I look forward to working closely with the Vice President, DOE and STATE, to craft a statement of support that can be appropriately delivered to Japan on a schedule that allows for SSC funding to be included in the JFY 1994 budget.

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. memo	Bill Burton to POTUS; re: Energy Secretary's Memo re SSC [Superconducting Super Collider] (1 page)	11/06/1993	P5
001b. memo	Hazel O'Leary to POTUS; re: Successful Closeout of the Superconducting Super Collider [SSC] (3 pages)	11/05/1993	P5
001c. memo	Bill Burton to Mack McLarty; re: President's Discussion with Secretary O'Leary re SSC (1 page)	11/08/1993	P5

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
SC
OAB/Box Number: 14024

FOLDER TITLE:

043160SS

2010-0450-F

jp2931

RESTRICTION CODES

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

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

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Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
000b1c	Bill Burton to POTUS; re: Energy Secretary's Memo re SSC [Superconducting Super Collider] (1 page)	11/06/1993	P5 4292
000b1c	Hazel O'Leary to POTUS; re: Successful Closeout of the Superconducting Super Collider [SSC] (3 pages)	11/05/1993	P5 4293
001c, memo	Bill Burton to Mack McLarty; re: President's Discussion with Secretary O'Leary re SSC (1 page)	11/08/1993	P5

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
SC
OA/Box Number: 14024

FOLDER TITLE:

043160SS

Jimmie Purvis
2010-0450-F
in2931

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PHOTOCOPY
WJC HANDWRITINGTHE WHITE HOUSE
WASHINGTON

November 6, 1993 05

MEMORANDUM TO THE PRESIDENT

FROM: BILL BURTON

SUBJECT: Energy Secretary's memo re SSC

Can (Suh) Monday?

The attached memo from the Secretary of Energy asks for "direction" from you on issues relating to the termination of the Superconducting Super Collider at Waxahachie, Texas. You have asked Mack McLarty to put together a working group to focus on this issue; he has. The group, which includes several people from the Energy Department, features from the White House myself, Greg Simon of the Vice President's office, Sylvia Mathews of the National Economic Council, Keith Mason of Intergovernmental Affairs, T.J. Glauthier of OMB, Jack Gibbons of the OSTP, and others. The Energy Secretary needs to continue to work with the White House group on direction for this project.

You might suggest to her, as you have mentioned to me, that her deputy, Bill White, is a good sounding board on this topic and certainly knows Texas. I do agree with the gist of her recommendations; I suspect you do, too. We must be careful, particularly on the reimbursement issue, that we work carefully to ensure that we do not raise expectations for Texas beyond what we can deliver. After all, Gov. Richards is seeking \$600 million in "reimbursement" -- this is much, much more than it will cost to redeem the Texas bonds, we suspect (it is also nearly all the \$640 million appropriated by Congress to terminate the SSC; the termination costs may well total \$300-400 million, independent of any payment to Texas). We also must be careful in the language we use; we may have to structure the "repayment" to Texas in a different manner (e.g., we may want the Federal Government to acquire the Texas interest in the various SSC assets).





The Secretary of Energy
Washington, DC 20585

November 5, 1993

NOV 7 11:05

PHOTOCOPY
WJC HANDWRITING

MEMORANDUM FOR THE PRESIDENT

FROM:

HAZEL R. O'LEARY

Hazel R. O'Leary

SUBJECT:

Successful Closeout of the Superconducting Super Collider (SSC)

I. ISSUE

Governor Ann Richards and members of the Texas Congressional delegation want to immediately negotiate a federal reimbursement of the State's contribution to the SSC project. The Governor believes the State is owed \$600 million. She and members of the delegation want the State to redeem its bonds to make a clean break from the project immediately. I will meet with Governor Richards on Tuesday and visit Texas on Friday for a NAFTA event and to meet with the SSC employees. Governor Richards and I will meet on November 12 as well. She is seeking an Administration response by the time of my visit.

II. RECOMMENDATION

If legal authority exists for a settlement, I recommend that we develop a plan to reimburse Texas, in whole or in part, for its SSC investment. There are compelling reasons to do so:

- Texas will sue us if we don't agree to reimbursement. The Governor informed me that she will indicate to the press during my visit next week that the Federal Government will pay Texas back "one way or another."
- A lawsuit will polarize the political debate in 1994 and 1996.
- George Bush, Jr. will announce his candidacy against Governor Richards on Monday.



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- If we do not agree to reimbursement, the members of Congress with SSC workers in their district (Martin Frost and Eddie Bernice Johnson) will be harmed.
- Some Republicans are already claiming that if Phil Gramm were elected President in 1996, the SSC would be built.

III. ISSUES TO BE RESOLVED

A. Project Closeout

A team of sixty interagency professionals is working to resolve many complicated issues so as to allow an orderly shutdown of the SSC project. These include:

- Severance package for terminated employees.
- Ownership and future use of site assets.
- Site restoration.
- Regional economic development.

The team is coordinating its efforts with the White House.

B. Reimbursement

The Department's General Counsel is working with White House Counsel to determine if there is legal authority to reimburse Texas for all or part of its investment. This analysis will be completed by Tuesday for my meeting with Governor Richards. By Tuesday we also will have reached our own estimate of the amount we might reimburse Texas. I have publicly stated that this figure would be less than the Governor's \$600 million claim.



IV. NEXT STEPS

- Finalize severance package for terminated employees.
- I need direction from you prior to my Tuesday meeting with Governor Richards and trip to Texas on Friday.
- I will call your office today to arrange a meeting or phone conversation for Saturday, Sunday, or Monday.
- I will work to develop a Congressional strategy with appropriate White House officials to implement our decisions.
- I will provide you with weekly progress reports.

Please know that this issue is one of my top priorities.



November 8, 1993

SC
THE PRESIDENT HAS SEEN

MEMORANDUM TO MACK McLARTY

PHOTOCOPY
WJC HANDWRITING

FROM: BILL BURTON

RE: President's Discussion with Secretary O'Leary re SSC

When the President visits with Energy Secretary Hazel O'Leary today, it would be helpful if he made the following points:

-- I received your memo this weekend regarding the SSC termination. I agree with you that we should work with Texas, not because of any political rationale, but rather, because it's the right thing to do.

-- I have asked Mack McLarty to ensure that the SSC termination project is coordinated with all the various White House departments and other agencies. You and your team at DOE must continue working with the White House interagency group that includes Greg Simon, Sylvia Mathews, Marcia Hale, and Bill Burton.

-- Governor Richards has been a friend and we need to work with her. We cannot write Texas a blank check, however, as you know. Your deputy, Bill White, can provide you good guidance in this area -- he's got good political antennae and is from Texas.

-- We need to ensure that Congress is kept fully apprised of all work in the termination area -- we do not want to get out ahead of our friends in the Congress who supported us in trying to save the SSC.

-- Again, I encourage to seek guidance and direction from Mack McLarty and his interagency task force on this project. It is difficult to terminate a project this size, but if we do it right, we can turn a problem into an opportunity for all concerned.

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Todd Stern & John Podesta to Mack McLarty; re: Hazel O'Leary/Superconducting Supercollider (1 page)	03/18/1993	P5

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
SC
O/A/Box Number: 14024

FOLDER TITLE:

139751

Jimnie Purvis
2010-0450-F
jc2932

RESTRICTION CODES

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

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

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10/15/93
SC
March 18, 1993

MEMORANDUM FOR MACK MCLARTY

FROM: TODD STERN *TDS*
JOHN PODESTA

SUBJECT: Hazel O'Leary/Superconducting Supercollider

This is an update on Hazel O'Leary's note to you and memo recommending that a letter be sent to Prime Minister Miyazawa of Japan seeking Japanese support for the Superconducting Super Collider (SSC). The memo argues that the SSC will die on the Hill unless Members are convinced of Japanese support; and that the Japanese won't commit until they are assured of solid Administration backing for the project.

NSC raised objections to sending a letter the first time DoE proposed it, a couple weeks ago. NSC agrees that we should convey to the Japanese our firm backing for the SSC, but still objects strongly to sending a letter to Miyazawa. Such a letter could be seen as suggesting that we attach greater importance to Japanese participation in the SSC than we do to Japanese efforts on other fronts, such as aid to Russia. In addition, Ambassador Armacost believes that a letter at this time would not be a productive way to proceed with the Japanese. NSC believes that we can send the Japanese clear, effective signals of our support for the SSC in other ways.

Legislative Affairs agrees with O'Leary that getting the Japanese on board is important for the SSC's viability on the Hill, but agrees with the NSC that a presidential letter is not necessary.

NSC is now talking with DoE to work out an agreed approach.

Our recommendation would be to let the process go forward in this manner rather than forwarding Secretary O'Leary's memo to you up to the President at this time, but if you have a different view on this, please let us know.

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. note	From Kathleen Whalen re: Secretary O'Leary [partial] (1 page)	12/05/1995	P2, P5
002. memo	Larry Reynolds to Marvin Krislov and Kathleen Whalen re: Hazel Rollins O'Leary (2 pages)	09/05/1995	P2, P5, P6/b(6)
003a. letter	James Thessin to Abner Mikva re: Hazel O'Leary (1 page)	08/29/1995	P6/b(6)
003b. form	SF 278: Executive Branch Public Financial Disclosure Report [5 U.S.C. app. § 107(a)] (9 pages)	07/31/1995	P3/b(3), P4/b(4), P6/b(6)
003c. form	Committee on Foreign Relations Questionnaire [partial] [pages 5 - 9 are closed in whole] (6 pages)	07/25/1995	P4/b(4), P6/b(6)
004. memo	James Thessin to Stephen Potts re: Financial Disclosure Report (1 page)	n.d.	P2, P5, P6/b(6)
005a. memo	Internal Revenue Service to Abner Mikva re: Hazel R. O'Leary [26 U.S.C. § 6103] (1 page)	08/24/1995	P3/b(3), P4/b(4), P6/b(6)
005b. memo	Internal Revenue Service to Abner Mikva re: Hazel R. O'Leary; duplicate of 005a [26 U.S.C. § 6103] (1 page)	08/24/1995	P3/b(3), P4/b(4), P6/b(6)
006a. memo	Frances Harris to Sharon Bisdee re: Confirmation of Security Clearances (1 page)	07/20/1995	P6/b(6)
006b. memo	Frances Harris to Sharon Bisdee re: Confirmation of Security Clearances (1 page)	07/21/1995	P6/b(6)

COLLECTION:

Clinton Presidential Records
Counsel's Office
William Winkler
OA/Box Number: CF 1026

FOLDER TITLE:

O'Leary, Hazel - Representative of the U.S. to the 39th Session of the IAEA
[International Atomic Energy Agency] General Conference

Kelly Hendren
2010-0450-F

kb916

RESTRICTION CODES

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

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

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Department of Energy
Washington, DC 20585

OFFICE OF THE ASSISTANT GENERAL COUNSEL FOR
GENERAL LAW

FACSIMILE TRANSMITTAL SHEET

FAX NO. 202-586-8685



Date: 11/30/95

TO:

Cathy Whalen

FAX NO:

456-2146

VERIFY NO.

456-6229

FROM:

Susan Beard

PHONE NO.

586-1522

PAGES

3

(Including Cover Sheet)

Told Susan that
we are OK w/
this as long as
Sec. O'Leary does
not use her title
or the authority
of her office.
K. Whalen
12/5/95

VERIFICATION: 202-586-8618

REMARKS:

Per conversation

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001 draft memo	Hazel O'Leary to POTUS; re: Proposal to Announce Response to High Northeastern Fuel Oil Prices (2 pages)	10/02/1996	P5 4288
002. draft memo	Hazel O'Leary to POTUS; re: Proposal to Announce Response to High Northeastern Fuel Oil Prices While in Connecticut (2 pages)	10/02/1996	P5 Aug 001

COLLECTION:

Clinton Presidential Records
Cabinet Affairs
Kris Balderston
OA/Box Number: 11546

FOLDER TITLE:

Fuel Oil, 10/96

Jimmie Purvis
2010-0450-F
je2934

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COPY

Revised
DRAFT
10/3/96

October 2, 1996



MEMORANDUM FOR THE PRESIDENT

FROM: HAZEL R. O'LEARY

SUBJECT: Proposal to Announce Response to High Northeastern Fuel Oil Prices

I. ACTION-FORCING EVENT: There is growing concern about the prospects for high fuel oil prices in the Northeast due to fuel oil stocks that are lower than normal, high distillate demand in Europe, and prospects for a colder-than-normal winter. The New England Congressional delegation is urging prompt action by the Administration to alleviate the potential problem.

II. RECOMMENDATION: ANNOUNCE THE FOLLOWING WHILE IN NORTHEAST:

PROPOSAL 1: EARLY SALE OF STRATEGIC PETROLEUM RESERVE OIL

The Department of Energy has commenced the accelerated sale of \$220 million worth of Strategic Petroleum Reserve Oil pursuant to the omnibus appropriations bill. At current prices, we expect to sell about 10 million barrels of oil. Because we have requested bids at the earliest possible opportunity, we expect to begin delivery of oil by late October or early November. With increased oil, refiners will be encouraged to increase production of refined fuel through the heating season and also build gasoline stocks for the spring and summer. This approach would maximize the taxpayer benefit of selling at today's higher prices while addressing consumer problems in the Northeast.

PROPOSAL 2: BOOST SUPPORT FOR LOW INCOME HEATING ASSISTANCE PROGRAM:

We recommend that you direct the Department of Health and Human Services to release \$200 million of available funds to assist low income households in paying higher heating bills under the Low Income Home Energy Assistance Program (LIHEAP). These funds would be distributed according to a formula based on each State's use of heating oil, propane, and kerosene by low income households — the fuels most likely to be affected by low stocks and fuels that are not distributed by regulated utilities. By releasing these funds now, you would be making funds available in time for the States to distribute the relief when needed, not after the fact.

In addition, we recommend that you encourage States that are likely to experience high fuel bills this winter to front-load distribution of low income assistance funds to permit greater flexibility in assisting low income households this winter. During fiscal year 1997, \$1.0 billion of federal funds are available using a fixed distribution formula.

COPY

PROPOSAL 3: INCREASE WEATHERIZATION OF HOMES

We recommend that you direct the Department of Energy to give priority during the next six months to the Weatherization of low-income homes heating by fuel oil, propane or kerosene.

While Congress has cut funding for Weatherization by 50%, we do have enough funds to weatherize about 56,000 homes over the coming year, and about 9,000 of these homes would be in the Northeast. We expect that we can reduce heating oil costs by 25% or more for each home that is weatherized.

PROPOSAL 4: PROVIDE REGULATORY RELIEF TO EXPEDITE FUEL TRANSPORT TO NORTHEAST:

We recommend that you direct the Departments of Energy and Transportation to provide regulatory relief in the following areas in order to expedite the transport of fuel oil and propane to the Northeast.

- Provide Jones Act waivers to increase the availability of tankers to ship fuel oil to the East Coast.
- Provide truck weight limit waivers to permit shipment of more propane.
- Modify current restrictions on truck drivers' hours that would increase fuel supplies while maintaining highway safety.

III. DECISION**PROPOSAL 1:**

____ Approve ____ Approve as amended ____ Reject ____ No action

PROPOSAL 2:

____ Approve ____ Approve as amended ____ Reject ____ No action

PROPOSAL 3:

____ Approve ____ Approve as amended ____ Reject ____ No action

PROPOSAL 4:

____ Approve ____ Approve as amended ____ Reject ____ No action



COPY

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
0018temp	T.J. Glauthier, Keith Mason, & Sylvia Mathews to POTUS & Mack McLarty, re: Summary of Richards/O'Leary Meeting (2 pages)	10/27/1993	P5 4289

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
FG025
OA/Box Number: 21878

FOLDER TITLE:

043377SS

Jimmie Purvis
2010-0450-F
jp2926

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C. Closed in accordance with restrictions contained in donor's deed of gift.

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

RR. Document will be reviewed upon request.

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

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THE WHITE HOUSE
WASHINGTON

October 27, 1993

MEMORANDUM FOR THE PRESIDENT AND MACK McLARTY

FROM: TJ GLAUTHIER, KEITH MASON, AND SYLVIA MATHEWS

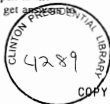
SUBJECT: Summary of Richards/O'Leary Meeting

Governor Richards wants to go back to Texas and say that she accomplished three things:

- Told the Administration that the Federal Government should make Texas whole (High end Texas estimates \$600 million -- Administration estimates could be much lower). She wants to say that they listened and "are inclined to do that." We should be careful not to indicate any commitment.
- Discussed the viability of a number of projects that could continue in Texas. (see attached) She also wants a guarantee that no projects will move from Texas. There may be some projects that would stay, however, we should not preclude the possibility that some projects should be moved.
- Told the President that, even though the bill does have other things in it that are important to Texas, he should threaten to veto the bill over the SSC. (Secretary O'Leary said she would not recommend that action and the Governor said that she understood, but still needed to deliver the message.) Richards says that Bush threatened a veto in 1990, but not in 1992.

Other points Governor Richards made:

- She does not want a fight with the Administration and does not want to sue -- just wants the Federal Government to hold up its end of the bargain.
- She would like to say that at some time the federal government will reexamine the completion of the project.
- The Administration needs to work quickly to determine what will happen to the people working on the SSC. Secretary O'Leary agreed and said we will get answers to those questions quickly.



- She mentioned that she will not push to fill up the hole and that she helped prevent Texas Congress people from giving the Administration explicit instructions about how to use the funds.

Secretary O'Leary's response:

- DoE set up a team to handle critical issues
- Sending people from DoE to Texas right now to start the process of working out what to do
- Secretary O'Leary will go to Texas on November 11th to spend a day with Governor Richards and others on the SSC
- O'Leary said she would be "the Administration point person" on this issue. She will be a "soldier for Texas" (Note: Jack Gibbons will also be involved)
- O'Leary promised a telephone call a week from today with the names of all those involved in the SSC project.
- O'Leary also mentioned tactfully that current DoE estimates of making Texas whole were \$300 million instead of the \$600 million that Richards will mention to you.



Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a: memo	Hazel O'Leary to POTUS & VPOTUS; re: Department of Energy - Organization/Management (2 pages)	01/28/1993	P5 4290
001b: memo	Hazel O'Leary to POTUS & VPOTUS; re: Department of Energy - Organization/Management (2 pages)	01/28/1993	P5 Dwp sola

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
FG025
OA/Box Number: 21878

FOLDER TITLE:

00112055

Jimmie Purvis
2010-0450-F
jp2924

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
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The Secretary of Energy
Washington, DC 20585

January 28, 1993

**MEMORANDUM FOR THE PRESIDENT
VICE PRESIDENT**

**SUBJECT: DEPARTMENT OF ENERGY
ORGANIZATION/MANAGEMENT**



A "perfect" Department of Energy organization chart (see Figure 1) would reflect its responsibilities in

- Nuclear Weapons / clean-up / storage and disposal
- "Energy"
- Science and Technology

with the oversight, management, and operations functions reporting to the Office of the Secretary. The logic of such an organization would dictate a Deputy and three Under Secretaries. The Department currently has statutory authority for one Under Secretary.

The three responsibilities noted above represent the past (weapons), the present (energy), and the future (science and technology) of the country. By virtue of its National Laboratories and other technical facilities, The Department dominates basic science and technology efforts of the United States. Smaller programs exist in NASA, EPA, and Commerce. All of these programs will provide the basis for the Nation's economic stimulus and growth over the next several decades.

I believe that all the policy direction and coordination responsibilities of all government science and technology operations should be with Energy, to minimize duplication and increase efficiency. I plan to disband Energy offices that duplicate Commerce functions such as the Office of Export Support.

If the future is to be successfully supported by the government's Science and Technology programs, the technology must be transferred to industry and not rest happily ever-after in the government. Therefore, I propose that the Director of Energy Research be responsible for the government's Science and Technology programs and their coordination, integration, and dissemination with and to the private sector. This individual should have significant private sector experience in technology transfer, venture capital or new business financing, and a proven record of success. I will have a list of names for your consideration next week. Over time I would hope that this position would be upgraded to an Under Secretary.

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Under this proposal, and until and if Congress authorizes additional Under Secretaries, the existing Under Secretary would be responsible for the Nuclear weapons and waste program areas, which include the environment clean-up efforts. The Deputy Secretary would be responsible for the energy and Science and Technology efforts.

I hope this proposal can be discussed with you and the other members of the cabinet this weekend.



Hazel R. O'Leary

Attachment

cc: The Honorable Ronald H. Brown
Secretary, Department of Commerce

The Honorable Carol Browner
Administrator, Environmental Protection Agency

Bruce Lindsey
Director of Presidential Personnel



Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
00000000	Hazel O'Leary to POTUS & VPOTUS; re: Win the Budget Fight by Taking the High Ground: Your December 15 Speech to the Nation (1 page)	12/10/1994	P5 4291

COLLECTION:

Clinton Presidential Records
WHORM-Subject File-General
FG025
OA/Box Number: 21878

FOLDER TITLE:

090051

Jimmie Purvis
2010-0450-F
jg2927

RESTRICTION CODES

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The Secretary of Energy
Washington, DC 20585

MEMORANDUM FOR THE PRESIDENT
THE VICE PRESIDENT

DEC 10 1994



FROM: Hazel R. O'Leary *[Signature]*

SUBJECT: Win the Budget Fight by Taking the High Ground: Your
December 15 Speech to the Nation

You have my unwavering support in your critical effort to realign and downsize the Federal Government. Before you announce your plans, I urge you to consider a compelling alternative that could allow us to take the high ground. Rather than proposing a limited reorganization of a few Executive agencies, you should instead announce a quality-driven, function-by-function review of the entire Executive Branch aimed at substantial realignment and downsizing with a target of \$150 billion in savings over five years (this number seems achievable in view of the fact that some Cabinet members are planning reductions to our budgets in the range of 10-20% under our caps).

This approach would take a comprehensive look at options for government realignment in a time frame that would permit defensible analysis. It would also provide an opportunity to get the Cabinet working in teams to respond to the public's outcries in last month's election: cut government cost and eliminate unnecessary intrusion. Everywhere I go, citizens tell me they want to see the President and his Cabinet working together.

To implement the functional review, you could challenge the Congress to restore immediately the executive reorganization authority that Presidents had until 1984. This authority would allow you to restructure the Executive Branch to achieve the efficiencies that both you and Congress require. This could be legislated early in 1995, clearing the deck for the 1996 campaign.

Even without Congressional authorization, you will take the high ground through your proposal. This is the model successfully used by the private sector, as well as Texas, Massachusetts and Minnesota. My former employer has cut its costs dramatically, significantly downsized, and avoided rate increases, while growing the business. A more meaningful measure is that the company's stock is at an all-time high while the utility industry as a whole is 21% below last year's average.

RECOMMENDATION

In your speech, announce your overall savings target and that you and your Cabinet will prepare a function-by-function realignment and downsizing for inclusion in the Federal Budget and roll-out in the State of the Union address.

cc: Leon Panetta



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