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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
001	Memorandum	Memorandum for All Assistants to the President [1 PAGE RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS] - To: Assistants to the President, et al. - From: Alberto Gonzales	1	04/29/2002	
002	Form	[Survey] [2 PAGES RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS]	2	N.D.	
003	Form	[Survey] [1 PAGE RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS]	1	05/14/2002	
004	Form	[Survey] [1 PAGE RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS]	1	05/15/2002	
005	Form	[Survey] [2 PAGES RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS]	2	05/02/2002	

COLLECTION TITLE:
Counsel's Office, White House

SERIES:
Kavanaugh, Brett - Subject Files

FOLDER TITLE:
[Enron Materials 2001] [1]

FRC ID:
9805

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]

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

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B. Closed by statute or by the agency which originated the document.
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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]

Records Not Subject to FOIA

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006	Form	[Survey] [2 PAGES RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS]	2	05/03/2002	
007	Form	[Survey] [1 PAGE RELEASED IN WHOLE ON PRA RE-REVIEW 09/17/2025 JLS] - From: Joshua Bolten	1	05/15/2002	

COLLECTION TITLE:
Counsel's Office, White House

SERIES:
Kavanaugh, Brett - Subject Files

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002	Form	[Survey]	2	N.D.	P5;
003	Form	[Survey]	1	05/14/2002	P5;
004	Form	[Survey]	1	05/15/2002	P5;
005	Form	[Survey]	2	05/02/2002	P5;
006	Form	[Survey]	2	05/03/2002	P5;
007	Form	[Survey] - From: Joshua Bolten	1	05/15/2002	P5;

COLLECTION TITLE:
Counsel's Office, White House

SERIES:
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FOLDER TITLE:
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To Judge G.

EXEC. OFC. PRESIDENT
COUNSEL TO THE PRESIDENT
2002 APR 30 PM 2:52

April 29, 2002

MEMORANDUM FOR ALL ASSISTANTS TO THE PRESIDENT
ALL DEPUTY ASSISTANTS TO THE PRESIDENT
ALL SPECIAL ASSISTANTS TO THE PRESIDENT
DESIGNATED ADDITIONAL PERSONNEL IN
THE OFFICE OF THE VICE PRESIDENT,
THE COUNCIL OF ECONOMIC ADVISORS,
THE COUNCIL ON ENVIRONMENTAL QUALITY,
THE OFFICE OF MANAGEMENT AND BUDGET, AND
THE OFFICE OF THE U.S. TRADE REPRESENTATIVE (AS DESIGNATED BY THE COUNSEL OR CHIEF OF STAFF IN SUCH OFFICES)

FROM: ALBERTO R. GONZALES
COUNSEL TO THE PRESIDENT

SUBJECT: ENRON SURVEY

The Chairman of the Senate Committee on Governmental Affairs has sent the White House a letter requesting certain information relating to Enron Corporation. The White House is cooperating with the Committee, and we intend to provide appropriate and responsive information.

Accordingly, we ask that you complete the attached survey and return it to my office (West Wing, Second Floor) no later than May 10, 2002.

The survey questions can be answered yes or no, and we are not asking for further explanation at this time. Instead, depending on your answers, the Counsel's Office may contact you to obtain additional information. If you are unsure whether to answer yes or no, you may check the third box, and we will contact you.

If you have any questions, please call Associate Counsels Brett Kavanaugh (6-7984), Brad Berenson (6-2318), or Chris Bartolomucci (6-7963).

ENRON SURVEY

Instructions:

You are expected to answer the following questions to the best of your knowledge and recollection.

If before answering, it would help you to review any records you may have, you should do so.

In all of the questions, "Enron" means anyone you knew was working for, or communicating on behalf of, Enron Corporation or one of its businesses.

Question One:

Between January 20, 2001, and December 2, 2001, did Enron ask you for help of any kind in connection with the company's financial difficulties?

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

Question Two:

Between January 20, 2001, and December 2, 2001, did you have any communications with Enron relating to any of the following:

- The U.S. Securities Exchange Commission
- The U.S. Commodities Futures Trading Commission
- The U.S. Federal Energy Regulatory Commission
- The U.S. Department of Labor
- The U.S. Department of Commerce
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

Question Three:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any of the following:

- The U.S. Securities Exchange Commission
- The U.S. Commodities Futures Trading Commission
- The U.S. Federal Energy Regulatory Commission
- The U.S. Department of Labor
- The U.S. Department of Commerce - Don Evans
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

NAME (please print): ANDREW H. CARD, JR.

OFFICE: WEST WING, THE WHITE HOUSE

PHONE NUMBER: 202 456-6798

SIGNATURE: Andrew H. Card, Jr. DATE: APRIL 30, 2002

EXEC. OFC. OF THE PRESIDENT
COUNSEL TO THE PRESIDENT
2002 MAY 15 AM 8:04

ENRON SURVEY

Instructions:

You are expected to answer the following questions to the best of your knowledge and recollection.

If before answering, it would help you to review any records you may have, you should do so.

"Enron" means anyone you knew was working for, or communicating on behalf of, Enron Corporation or one of its businesses.

Question One:

Between January 20, 2001, and December 2, 2001, did you have any communications with Enron relating to any energy regulation, policy, law, or other issue affecting Enron's business? (Note: This question includes communications relating to the development of the May 2001 Report of the National Energy Policy Development Group.)

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

Question Two:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any Executive Branch department or agency? (Note: The Executive Office of the President and the Office of the Vice President are not departments or agencies.)

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

NAME (please print): ANDREW H. CARD, JR.

OFFICE: CHIEF OF STAFF

PHONE NUMBER: (202) 456-6798

SIGNATURE: Andrew Card. DATE: 05/14/2002

THE WHITE HOUSE

WASHINGTON

February 1, 2002

The Honorable Henry A. Waxman
U.S. House of Representatives
2204 Rayburn House Office Building
Washington, D.C. 20515-0529

Dear Congressman Waxman:

This letter responds to your letter of January 14, 2002. As Secretary Evans and I have publicly stated, Secretary Evans received a telephone call from Enron about its financial situation, and Secretary Evans later informed me of the call. As I have publicly stated, I did not inform the President of this call from Enron, and I did not talk to the President about Enron's situation during the relevant period of time last year when there was a question as to what was happening with the company. Secretary Evans also has publicly stated that he spoke from time to time with my Deputy, Joshua Bolten, about Enron's deteriorating condition and its potential impact on the energy trading markets. Beyond that, as you know, numerous committees of the House and Senate and many executive branch departments and agencies, including the Securities and Exchange Commission, the Department of Labor, and the Department of Justice, are currently conducting official investigations into the causes and consequences of the Enron bankruptcy. To the extent any duly authorized investigative bodies may request additional relevant information, we will respond in a timely, orderly, and appropriate way.

The President shares your concern over the Enron bankruptcy, and he is committed to ensuring that its causes and consequences are fully explored and understood. The President is determined to ensure that the law is fully enforced against any person or entity who may have broken it in connection with Enron's failure and to support policy changes that might help to prevent similar occurrences in the future. To that end, he has convened two cabinet-level working groups to examine the pension regulation and financial disclosure issues presented by Enron's situation. All Americans have a right to expect that their government will respond to this problem in a cooperative, responsible, and bipartisan way, and I hope and believe that we will continue to do so.

Sincerely,

Andrew H. Card, Jr.
Chief of Staff to the President

THE WHITE HOUSE

WASHINGTON

May 22, 2002

Dear Chairman Lieberman:

This letter responds to the Committee's letters requesting information concerning Executive Office of the President (EOP) communications relating to Enron Corporation, as supplemented by our conversations with you and with Committee staff. Throughout our communications on this subject, I have repeatedly assured you of our intention to cooperate with the Committee's investigation. We have devoted substantial time and resources to gathering information responsive to your letter request, and as a matter of comity I am now transmitting to you in the attachment to this letter some preliminary results of our efforts.

Of most significance to the Committee's stated interests, our inquiries thus far have disclosed no instance in which Enron approached any person within the EOP or the Office of the Vice President (OVP) seeking help in connection with its financial difficulties prior to bankruptcy. In addition, the communications we have identified thus far reflect only appropriate and responsible actions by government officials.

As you know, we have undertaken numerous steps in the past several weeks designed to gather information responsive to the Committee's request. These steps have included the circulation of two separate surveys, copies of which were provided to you, to more than 200 individuals in the Executive Office of the President and the Office of the Vice President, including all commissioned officers and other staff members who we believe are most likely to possess responsive information; personal interviews with staff members who indicated they might have responsive information; a search of the White House Worker and Visitor Entry System (WAVES) for records of entry to the White House complex by certain individuals known to be affiliated with Enron; a search of the White House Automated Records Management System (ARMS) for e-mails sent or received by White House personnel that may reflect communications to, from, or about Enron; a search of the National Security Council's classified e-mail system for e-mails sent or received by White House personnel that may reflect communications to, from, or about Enron; and an electronic search of files in the possession of the White House Office of Records Management that are full-text searchable. Because the vast majority of records relating to prior Administrations are in the possession and control of the National Archives and Records Administration, we have focused our efforts on the period between January 20, 2001 and the date of Enron's bankruptcy specified in the Committee's letter, December 2, 2001.

Some of these steps, including our interviews of respondents to the first survey form and our search of WAVES records, have been completed, while others are still ongoing. However, in an effort to begin the process of furnishing information to the Committee on a rolling basis as quickly as possible, we are transmitting in the attachment to this letter the responsive information

we have collected thus far that is ready for disclosure. We expect to make additional responsive information available to the Committee as further work is completed.

We emphasize that the information in the attachment is preliminary and may be supplemented or amended as we continue to cooperate with the Committee and gather and analyze additional information. You should also be aware that many of the steps described above are subject to certain inherent technological or methodological limitations. For example, WAVES records are imperfect, and electronic searches can only be performed using specified search terms. In all cases, in the absence of guidance from the Committee, we have endeavored in good faith to devise a reasonable approach to the searches we are performing. Should the Committee disagree with our approach, we remain open to considering any suggestions the Committee may have.

The attachment describes communications in three basic categories. The first are communications in which Enron sought assistance from individuals in the EOP or OVP in connection with the company's financial difficulties. The second are instances in which Enron communicated with individuals within the EOP or OVP on matters relating to the eight listed agencies in the Committee's request or relating to issues of law, regulation, or policy affecting Enron's business. The third are instances in which individuals within the EOP or OVP communicated with individuals in federal departments or agencies regarding Enron. A number of these communications have been publicly reported in the past.

We appreciate your acknowledgment at the Committee hearing earlier today that your inquiries are not based upon any suggestion of wrongdoing by White House officials. Please do not hesitate to contact me if you have any questions.

Sincerely,

Alberto R. Gonzales
Counsel to the President

The Honorable Joseph I. Lieberman
United States Senate
Washington, DC 20510

cc: The Honorable Fred Thompson

Attachment

The information in this attachment is preliminary in nature and is based only upon the information-gathering steps taken through May 22, 2002. As further work is performed, the information in this attachment is subject to supplementation or amendment.

Requests by Enron for help from the EOP or OVP in connection with Enron's financial difficulties

None.

Summaries of communications with Enron

On January 29, 2001, Enron was one of approximately 250 signatories to a letter from the Coalition for U.S.-Vietnam Trade to the President urging support for a comprehensive bilateral trade agreement with Vietnam.

On February 7, 2001, Kenneth Lay attended a meeting with Administration officials, including Secretary of Commerce Donald Evans and Assistant to the President for Economic Policy and Director of the National Economic Council (NEC) Lawrence Lindsey, as part of a delegation of approximately 20 top business leaders. The President had a short meeting with the group and made informal remarks concerning the general condition of the U.S. economy and the need for a tax cut. The President sent Mr. Lay and each of the other participants in the meeting a short letter of thanks for their participation the next day, February 8, 2001.

A letter to Secretary of Energy Spencer Abraham dated February 12, 2001, and signed by executives of approximately 20 corporations and trade groups, including Martin D. Sunde, President of Enron Energy Services, was copied to a number of White House officials, including Assistant to the President and Deputy Chief of Staff Joshua Bolten, Deputy Assistant to the President and Director of the Domestic Policy Council John Bridgeland, Chairman of the Council on Environmental Quality Jim Connaughton, Director of the Office of Management and Budget Mitch Daniels, Chief of Staff to the Vice President Lewis Libby, Assistant to the President for Economic Policy and Director of the NEC Larry Lindsey, Executive Director of the National Energy Policy Development Group (NEPDG) staff Andrew Lundquist, Deputy Assistant to the President and Director of Political Affairs Ken Mehlman, and Assistant to the President for Domestic Policy Margaret LaMontagne. The letter and attached budget recommendations supported the development of a National Energy Reliability Initiative.

On February 22, 2001, Kenneth Lay and Linda Robertson of Enron met with then-NEPDG staff director Andrew Lundquist to discuss energy policy issues.

On two occasions, Senior Advisor to the President Karl Rove spoke to Kenneth Lay on the telephone. First, in the early months of 2001, Mr. Rove received a telephone call from Kenneth Lay in which Mr. Lay suggested that Mr. Rove meet with the head of the Environmental Defense Fund. Mr. Rove never scheduled such a meeting. Second, Mr. Lay placed a telephone call to Mr. Rove regarding the President's intention to nominate Nora

Brownell to the Federal Energy Regulatory Commission (FERC). Mr. Lay expressed support for Ms. Brownell's appointment and expressed concern that certain individuals were making efforts to discourage Ms. Brownell from accepting the appointment. Mr. Rove later called Mr. Lay to inform him that no such efforts were taking place.

Clay Johnson, Assistant to the President for Presidential Personnel, had received a letter from Mr. Lay during the presidential transition regarding appointments to the FERC. In the letter, dated January 8, 2001, Mr. Lay suggested qualifications for FERC appointees and recommended seven candidates for FERC, including Pat Wood and Nora Brownell. Mr. Lay also called Mr. Johnson on two occasions in the early months of 2001 to follow up on this matter. By form letter dated March 6, 2001, Mr. Johnson thanked Mr. Lay for recommending Mr. Wood.

Electronic records maintained by the Office of Presidential Personnel (OPP) and other documents reflect that, in addition to Mr. Lay, six other people, including a Democratic Senator, recommended Mr. Wood for FERC. These records also indicate that four people other than Mr. Lay, including the same Senator, recommended Ms. Brownell for FERC. Overall, OPP electronic records reflect that Mr. Lay recommended a total of 21 individuals for appointment in the Administration, of whom only three ultimately received appointments.

Assistant to the President for Economic Policy and Director of the National Economic Council Larry Lindsey had communications with Enron. Dr. Lindsey's job requires him to be in regular contact with industry and outside groups, as well as with relevant agencies, about economic policy issues. As part of his ordinary duties and responsibilities, Dr. Lindsey had a few communications with Ken Lay in the winter and spring of 2001, most likely about the California electricity shortage. On April 6, Dr. Lindsey had a meeting with Mr. Lay, Linda Robertson, Deputy Assistant to the President for Economic Policy Marcus Sumerlin, and Special Assistant to the President for Economic Policy Robert McNally about electricity and bundling issues. Mr. Lay also talked to Dr. Lindsey after the September 11 attacks to state that confidence and investment plans were deteriorating in the wake of the attacks. Enron never asked Dr. Lindsey for help or communicated with him regarding its financial difficulties.

Robert McNally, Special Assistant to the President for Economic Policy, is responsible for domestic and international energy policy issues. Mr. McNally's job requires him to be in regular contact with agencies and outside groups, among others, about energy policy issues. As part of his ordinary duties and responsibilities, Mr. McNally had meetings and telephone communications with Enron representatives in 2001. The main issues discussed in these communications were multi-emissions policy (Enron supported four-pollutant legislation on power plants) and electricity policy.

Meetings attended by Mr. McNally with Enron representatives included the following. On March 6, Mr. McNally may have attended a meeting with a group of people including Enron representative Thomas Briggs. On April 6, Mr. McNally sat in on part of a meeting with Larry Lindsey, Marc Sumerlin, Ken Lay, and Linda Robertson. Ms. Robertson sent an e-mail to Mr. McNally on April 20, 2001. On April 17, Mr. McNally met with Lisa Jacobson and Jeffrey Keeler. On May 23, Mr. McNally met with Ms. Robertson and Richard Shapiro. On June 1, Mr.

McNally met with the Clean Power Group about multi-emissions issues; this group included several outside companies and entities, including Enron. Pat Shortridge, Ms. Jacobson, and Jeffrey Keeler of Enron attended this meeting. On August 15, Mr. McNally met with Mr. Shortridge and another individual who was not from Enron. On October 10, Mr. McNally and Andrew Lundquist met with representatives of Enron LNG, Neal Gerstandt and Emilio Vicens, as well as John Hardy from Enron Corporation; they informed Mr. McNally about an LNG project in Venezuela. (Mr. Lundquist had previously been the Executive Director of the NEPDG staff, but the NEPDG ceased to exist on September 30, 2001, before this meeting took place.)

On March 7, 2001, David Haug, an Enron executive, and one or two other individuals from the private sector met in the Eisenhower Executive Office Building with Andrew Lundquist, the then-Executive Director of the NEPDG staff, to discuss energy policy. Lewis Libby, Chief of Staff to the Vice President, was also present for several minutes.

On April 9, 2001, Thomas Briggs, an Enron representative, was part of a group of utility representatives that met with the staff of the NEPDG to discuss energy policy issues.

On April 17, 2001, Kenneth Lay and Linda Robertson of Enron met with the Vice President for approximately thirty minutes to discuss energy policy and the energy crisis in California.

During the months prior to the release of the NEPDG report, Steve Ruhlen, Deputy Assistant to the Vice President for Legislative Affairs, received a small number of telephone calls from Pat Shortridge, an Enron governmental affairs employee and personal friend of Mr. Ruhlen, seeking information concerning the likely components of the President's energy plan. These conversations were similar to others Mr. Ruhlen had with representatives of other companies and with members of congressional staffs on Capitol Hill. In response to these inquiries, Mr. Ruhlen disclaimed knowledge of specific information concerning the content of the energy plan but expressed a general expectation that the plan would conform to policy positions taken by the President during the 2000 campaign.

On May 15, 2001, as part of a series of meetings leading up to the rollout of the NEPDG report, a meeting was held in the Eisenhower Executive Office Building with approximately 20 representatives of companies or trade groups dealing with renewable sources of energy. Thomas Briggs of Enron attended this meeting at the suggestion of the American Wind Energy Association. The Vice President dropped by the meeting.

On June 28, 2001, the Environmental Protection Agency sponsored a New Source Review stakeholders meeting with the Clean Power Group. Jeffrey R. Keeler attended as a representative of Enron, as did Amy Farrell of the Office of Management and Budget and James Soldano of the Council of Economic Advisers. A number of other companies were also represented at the meeting.

On August 7, 2001, Thomas Briggs, an Enron representative, and one or two other individuals met with Karen Knutson, then-Deputy Executive Director of the NEPDG, and Kirk Blalock, Special Assistant to the President and Deputy Director of Public Liaison, to discuss

difficulties that a German subsidiary of Enron was having with the German government and related perceptions of unfair competition in the German market. Mr. Briggs did not ask Ms. Knutson to do anything on Enron's behalf, and she took no action following the meeting. Ms. Knutson referred Mr. Briggs to the Department of Commerce or the Department of State.

On September 13, 2001, an Enron Executive Vice President, David Haug, had a meeting with Cheryl Oldham of the Office of Presidential Personnel to discuss potential opportunities for obtaining a position with the Administration, primarily in fields other than energy. Nothing came of these discussions, and Mr. Haug was not appointed to a government position. Mr. Haug's resume had been forwarded to the Office of Presidential Personnel during the transition, and Kenneth Lay had sent a letter of recommendation on Mr. Haug's behalf (and on behalf of one additional Enron executive, Jim Bannantine, and a management consultant, Bill Lewis) to Clay Johnson on December 13, 2000. A private attorney representing Enron had also recommended Mr. Haug.

Elizabeth Stolpe, Associate Director for Toxics and Environmental Protection at the Council on Environmental Quality, attended a meeting on October 19, 2001, with members of a group known as the Clean Power Group on multi-emissions issues. The meeting had been requested and set up by the Dutko Group. There were representatives of several industry groups and companies in attendance, including two representatives from Enron, Pat Shortridge and Lisa Jacobson. This was just one of many meetings Ms. Stolpe attended with industry and environmental groups on the multi-emissions issue.

John Howard, then Senior Associate Director of the Council on Environmental Quality, attended two meetings in spring 2001 about multi-emissions with the Clean Power Group, which included representatives from Enron. The meetings were typical meetings with industry groups. Enron wanted the government to regulate CO2, which was also a recommendation of environmental groups. Also, in the fall of 2001, an individual at Enron Windpower spoke to Mr. Howard about a windpower tax credit proposal. This proposal had been included in the National Energy Policy Report issued in May, 2001 and is still under consideration by Congress.

In addition to the information responsive to the Committee's request set forth above, records indicate a number of other White House visits by Enron-affiliated individuals, including on occasion Kenneth Lay, for ceremonial or large group events, such as inaugural festivities, the 2001 Easter Egg Roll, a tee-ball game, remarks to the Horatio Alger Association, and other presidential or vice presidential speeches to large groups of business executives, as well as social and charitable correspondence and events, and correspondence pertaining to appointments other than those the Committee has identified as being of interest.

Summaries of communications with executive departments or agencies regarding Enron

In November, 2001, Chief of Staff to the President Andrew Card was advised by Secretary of Commerce Donald Evans that Kenneth Lay had called Secretary Evans seeking his intervention with credit rating agencies on Enron's behalf. Secretary Evans told Chief of Staff Card that he had declined to intervene, and Chief of Staff Card advised him that he had done the right thing.

Chief of Staff Card also attended internal meetings with government officials from time to time regarding energy policy. At one such meeting, which may have included personnel from departments or agencies outside the EOP and OVP, NEC Director Larry Lindsey may have mentioned Enron in passing in explaining an economic concept relating to the electricity grid.

In late October or early November of 2001, following press reports concerning Enron's rapidly deteriorating financial condition, Joshua Bolten, Assistant to the President and Deputy Chief of Staff for Policy, communicated with Sheila Bair, Assistant Secretary for Financial Institutions at the Department of the Treasury. Mr. Bolten inquired whether a business failure by Enron would likely have systemic effects on the energy or financial markets. He was subsequently informed that the Treasury Department did not believe that such effects would result from a business failure by Enron. Mr. Bolten also may have been advised at some point by Secretary of Commerce Donald Evans that Secretary Evans had received a call from Kenneth Lay seeking assistance with rating agencies, which Secretary Evans had declined to provide. Mr. Bolten did not intervene on Enron's behalf with any department or agency of government.

Secretary of the Treasury Paul O'Neill hosts a weekly economic lunch attended by senior economic policy officials from the Administration, often including NEC Director Larry Lindsey, Secretary of Commerce Donald Evans, Chairman of the President's Council of Economic Advisers Glenn Hubbard, OMB Director Mitch Daniels, and Deputy Chief of Staff Josh Bolten. At one such meeting in October or November, 2001, Undersecretary of the Treasury for Domestic Finance Peter Fisher may have mentioned that he had received a call from former Treasury Secretary Robert Rubin inquiring about the possibility of the Treasury Department providing assistance to Enron.

Last February 1, in response to a letter from Congressman Henry Waxman, Dr. Lindsey advised Congressman Waxman as follows: "Following media reports of Enron's deteriorating condition, my staff and I increased the intensity of our monitoring of the energy and financial markets in an effort to assess the potential systemic impacts, if any, of Enron's failure. As others were undertaking similar monitoring relating to their particular agency missions, some interaction between members of the President's economic team and others in the Administration who were working on similar issues occurred."

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EXEC. OFC. PRESIDENT
COUNSEL TO THE PRESIDENT
2002 MAY 15 PM 3:23

ENRON SURVEY

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Question One:

Between January 20, 2001, and December 2, 2001, did you have any communications with Enron relating to any energy regulation, policy, law, or other issue affecting Enron's business? (Note: This question includes communications relating to the development of the May 2001 Report of the National Energy Policy Development Group.)

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

Question Two:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any Executive Branch department or agency? (Note: The Executive Office of the President and the Office of the Vice President are not departments or agencies.)

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

NAME (please print): KARL ROVE

OFFICE: OSI

PHONE NUMBER: 6-2369

SIGNATURE: [signature] DATE: May 15, 2002

EXEC. OFC. PRESIDENT
COUNSEL TO THE PRESIDENT
2002 MAY -2 AM 11:04

ENRON SURVEY

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- The U.S. Department of Labor
- The U.S. Department of Commerce
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

Question Three:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any of the following:

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- The U.S. Department of Labor
- The U.S. Department of Commerce
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

NAME (please print): KARL ROVE

OFFICE: OFFICE OF STRATEGIC INITIATIVES

PHONE NUMBER: 456-2364

SIGNATURE: _____ DATE: APRIL 30, 2002

THE WHITE HOUSE

WASHINGTON

May 22, 2002

Dear Chairman Lieberman:

This letter responds to the Committee's letters requesting information concerning Executive Office of the President (EOP) communications relating to Enron Corporation, as supplemented by our conversations with you and with Committee staff. Throughout our communications on this subject, I have repeatedly assured you of our intention to cooperate with the Committee's investigation. We have devoted substantial time and resources to gathering information responsive to your letter request, and as a matter of comity I am now transmitting to you in the attachment to this letter some preliminary results of our efforts.

Of most significance to the Committee's stated interests, our inquiries thus far have disclosed no instance in which Enron approached any person within the EOP or the Office of the Vice President (OVP) seeking help in connection with its financial difficulties prior to bankruptcy. In addition, the communications we have identified thus far reflect only appropriate and responsible actions by government officials.

As you know, we have undertaken numerous steps in the past several weeks designed to gather information responsive to the Committee's request. These steps have included the circulation of two separate surveys, copies of which were provided to you, to more than 200 individuals in the Executive Office of the President and the Office of the Vice President, including all commissioned officers and other staff members who we believe are most likely to possess responsive information; personal interviews with staff members who indicated they might have responsive information; a search of the White House Worker and Visitor Entry System (WAVES) for records of entry to the White House complex by certain individuals known to be affiliated with Enron; a search of the White House Automated Records Management System (ARMS) for e-mails sent or received by White House personnel that may reflect communications to, from, or about Enron; a search of the National Security Council's classified e-mail system for e-mails sent or received by White House personnel that may reflect communications to, from, or about Enron; and an electronic search of files in the possession of the White House Office of Records Management that are full-text searchable. Because the vast majority of records relating to prior Administrations are in the possession and control of the National Archives and Records Administration, we have focused our efforts on the period between January 20, 2001 and the date of Enron's bankruptcy specified in the Committee's letter, December 2, 2001.

Some of these steps, including our interviews of respondents to the first survey form and our search of WAVES records, have been completed, while others are still ongoing. However, in an effort to begin the process of furnishing information to the Committee on a rolling basis as quickly as possible, we are transmitting in the attachment to this letter the responsive information

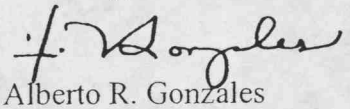
we have collected thus far that is ready for disclosure. We expect to make additional responsive information available to the Committee as further work is completed.

We emphasize that the information in the attachment is preliminary and may be supplemented or amended as we continue to cooperate with the Committee and gather and analyze additional information. You should also be aware that many of the steps described above are subject to certain inherent technological or methodological limitations. For example, WAVES records are imperfect, and electronic searches can only be performed using specified search terms. In all cases, in the absence of guidance from the Committee, we have endeavored in good faith to devise a reasonable approach to the searches we are performing. Should the Committee disagree with our approach, we remain open to considering any suggestions the Committee may have.

The attachment describes communications in three basic categories. The first are communications in which Enron sought assistance from individuals in the EOP or OVP in connection with the company's financial difficulties. The second are instances in which Enron communicated with individuals within the EOP or OVP on matters relating to the eight listed agencies in the Committee's request or relating to issues of law, regulation, or policy affecting Enron's business. The third are instances in which individuals within the EOP or OVP communicated with individuals in federal departments or agencies regarding Enron. A number of these communications have been publicly reported in the past.

We appreciate your acknowledgment at the Committee hearing earlier today that your inquiries are not based upon any suggestion of wrongdoing by White House officials. Please do not hesitate to contact me if you have any questions.

Sincerely,



Alberto R. Gonzales
Counsel to the President

The Honorable Joseph I. Lieberman
United States Senate
Washington, DC 20510

cc: The Honorable Fred Thompson

Attachment

The information in this attachment is preliminary in nature and is based only upon the information-gathering steps taken through May 22, 2002. As further work is performed, the information in this attachment is subject to supplementation or amendment.

Requests by Enron for help from the EOP or OVP in connection with Enron's financial difficulties

None.

Summaries of communications with Enron

On January 29, 2001, Enron was one of approximately 250 signatories to a letter from the Coalition for U.S.-Vietnam Trade to the President urging support for a comprehensive bilateral trade agreement with Vietnam.

On February 7, 2001, Kenneth Lay attended a meeting with Administration officials, including Secretary of Commerce Donald Evans and Assistant to the President for Economic Policy and Director of the National Economic Council (NEC) Lawrence Lindsey, as part of a delegation of approximately 20 top business leaders. The President had a short meeting with the group and made informal remarks concerning the general condition of the U.S. economy and the need for a tax cut. The President sent Mr. Lay and each of the other participants in the meeting a short letter of thanks for their participation the next day, February 8, 2001.

A letter to Secretary of Energy Spencer Abraham dated February 12, 2001, and signed by executives of approximately 20 corporations and trade groups, including Martin D. Sunde, President of Enron Energy Services, was copied to a number of White House officials, including Assistant to the President and Deputy Chief of Staff Joshua Bolten, Deputy Assistant to the President and Director of the Domestic Policy Council John Bridgeland, Chairman of the Council on Environmental Quality Jim Connaughton, Director of the Office of Management and Budget Mitch Daniels, Chief of Staff to the Vice President Lewis Libby, Assistant to the President for Economic Policy and Director of the NEC Larry Lindsey, Executive Director of the National Energy Policy Development Group (NEPDG) staff Andrew Lundquist, Deputy Assistant to the President and Director of Political Affairs Ken Mehlman, and Assistant to the President for Domestic Policy Margaret LaMontagne. The letter and attached budget recommendations supported the development of a National Energy Reliability Initiative.

On February 22, 2001, Kenneth Lay and Linda Robertson of Enron met with then-NEPDG staff director Andrew Lundquist to discuss energy policy issues.

On two occasions, Senior Advisor to the President Karl Rove spoke to Kenneth Lay on the telephone. First, in the early months of 2001, Mr. Rove received a telephone call from Kenneth Lay in which Mr. Lay suggested that Mr. Rove meet with the head of the Environmental Defense Fund. Mr. Rove never scheduled such a meeting. Second, Mr. Lay placed a telephone call to Mr. Rove regarding the President's intention to nominate Nora

Brownell to the Federal Energy Regulatory Commission (FERC). Mr. Lay expressed support for Ms. Brownell's appointment and expressed concern that certain individuals were making efforts to discourage Ms. Brownell from accepting the appointment. Mr. Rove later called Mr. Lay to inform him that no such efforts were taking place.

Clay Johnson, Assistant to the President for Presidential Personnel, had received a letter from Mr. Lay during the presidential transition regarding appointments to the FERC. In the letter, dated January 8, 2001, Mr. Lay suggested qualifications for FERC appointees and recommended seven candidates for FERC, including Pat Wood and Nora Brownell. Mr. Lay also called Mr. Johnson on two occasions in the early months of 2001 to follow up on this matter. By form letter dated March 6, 2001, Mr. Johnson thanked Mr. Lay for recommending Mr. Wood.

Electronic records maintained by the Office of Presidential Personnel (OPP) and other documents reflect that, in addition to Mr. Lay, six other people, including a Democratic Senator, recommended Mr. Wood for FERC. These records also indicate that four people other than Mr. Lay, including the same Senator, recommended Ms. Brownell for FERC. Overall, OPP electronic records reflect that Mr. Lay recommended a total of 21 individuals for appointment in the Administration, of whom only three ultimately received appointments.

Assistant to the President for Economic Policy and Director of the National Economic Council Larry Lindsey had communications with Enron. Dr. Lindsey's job requires him to be in regular contact with industry and outside groups, as well as with relevant agencies, about economic policy issues. As part of his ordinary duties and responsibilities, Dr. Lindsey had a few communications with Ken Lay in the winter and spring of 2001, most likely about the California electricity shortage. On April 6, Dr. Lindsey had a meeting with Mr. Lay, Linda Robertson, Deputy Assistant to the President for Economic Policy Marcus Sumerlin, and Special Assistant to the President for Economic Policy Robert McNally about electricity and bundling issues. Mr. Lay also talked to Dr. Lindsey after the September 11 attacks to state that confidence and investment plans were deteriorating in the wake of the attacks. Enron never asked Dr. Lindsey for help or communicated with him regarding its financial difficulties.

Robert McNally, Special Assistant to the President for Economic Policy, is responsible for domestic and international energy policy issues. Mr. McNally's job requires him to be in regular contact with agencies and outside groups, among others, about energy policy issues. As part of his ordinary duties and responsibilities, Mr. McNally had meetings and telephone communications with Enron representatives in 2001. The main issues discussed in these communications were multi-emissions policy (Enron supported four-pollutant legislation on power plants) and electricity policy.

Meetings attended by Mr. McNally with Enron representatives included the following. On March 6, Mr. McNally may have attended a meeting with a group of people including Enron representative Thomas Briggs. On April 6, Mr. McNally sat in on part of a meeting with Larry Lindsey, Marc Sumerlin, Ken Lay, and Linda Robertson. Ms. Robertson sent an e-mail to Mr. McNally on April 20, 2001. On April 17, Mr. McNally met with Lisa Jacobson and Jeffrey Keeler. On May 23, Mr. McNally met with Ms. Robertson and Richard Shapiro. On June 1, Mr.

McNally met with the Clean Power Group about multi-emissions issues; this group included several outside companies and entities, including Enron. Pat Shortridge, Ms. Jacobson, and Jeffrey Keeler of Enron attended this meeting. On August 15, Mr. McNally met with Mr. Shortridge and another individual who was not from Enron. On October 10, Mr. McNally and Andrew Lundquist met with representatives of Enron LNG, Neal Gerstandt and Emilio Vicens, as well as John Hardy from Enron Corporation; they informed Mr. McNally about an LNG project in Venezuela. (Mr. Lundquist had previously been the Executive Director of the NEPDG staff, but the NEPDG ceased to exist on September 30, 2001, before this meeting took place.)

On March 7, 2001, David Haug, an Enron executive, and one or two other individuals from the private sector met in the Eisenhower Executive Office Building with Andrew Lundquist, the then-Executive Director of the NEPDG staff, to discuss energy policy. Lewis Libby, Chief of Staff to the Vice President, was also present for several minutes.

On April 9, 2001, Thomas Briggs, an Enron representative, was part of a group of utility representatives that met with the staff of the NEPDG to discuss energy policy issues.

On April 17, 2001, Kenneth Lay and Linda Robertson of Enron met with the Vice President for approximately thirty minutes to discuss energy policy and the energy crisis in California.

During the months prior to the release of the NEPDG report, Steve Ruhlen, Deputy Assistant to the Vice President for Legislative Affairs, received a small number of telephone calls from Pat Shortridge, an Enron governmental affairs employee and personal friend of Mr. Ruhlen, seeking information concerning the likely components of the President's energy plan. These conversations were similar to others Mr. Ruhlen had with representatives of other companies and with members of congressional staffs on Capitol Hill. In response to these inquiries, Mr. Ruhlen disclaimed knowledge of specific information concerning the content of the energy plan but expressed a general expectation that the plan would conform to policy positions taken by the President during the 2000 campaign.

On May 15, 2001, as part of a series of meetings leading up to the rollout of the NEPDG report, a meeting was held in the Eisenhower Executive Office Building with approximately 20 representatives of companies or trade groups dealing with renewable sources of energy. Thomas Briggs of Enron attended this meeting at the suggestion of the American Wind Energy Association. The Vice President dropped by the meeting.

On June 28, 2001, the Environmental Protection Agency sponsored a New Source Review stakeholders meeting with the Clean Power Group. Jeffrey R. Keeler attended as a representative of Enron, as did Amy Farrell of the Office of Management and Budget and James Soldano of the Council of Economic Advisers. A number of other companies were also represented at the meeting.

On August 7, 2001, Thomas Briggs, an Enron representative, and one or two other individuals met with Karen Knutson, then-Deputy Executive Director of the NEPDG, and Kirk Blalock, Special Assistant to the President and Deputy Director of Public Liaison, to discuss

difficulties that a German subsidiary of Enron was having with the German government and related perceptions of unfair competition in the German market. Mr. Briggs did not ask Ms. Knutson to do anything on Enron's behalf, and she took no action following the meeting. Ms. Knutson referred Mr. Briggs to the Department of Commerce or the Department of State.

On September 13, 2001, an Enron Executive Vice President, David Haug, had a meeting with Cheryl Oldham of the Office of Presidential Personnel to discuss potential opportunities for obtaining a position with the Administration, primarily in fields other than energy. Nothing came of these discussions, and Mr. Haug was not appointed to a government position. Mr. Haug's resume had been forwarded to the Office of Presidential Personnel during the transition, and Kenneth Lay had sent a letter of recommendation on Mr. Haug's behalf (and on behalf of one additional Enron executive, Jim Bannantine, and a management consultant, Bill Lewis) to Clay Johnson on December 13, 2000. A private attorney representing Enron had also recommended Mr. Haug.

Elizabeth Stolpe, Associate Director for Toxics and Environmental Protection at the Council on Environmental Quality, attended a meeting on October 19, 2001, with members of a group known as the Clean Power Group on multi-emissions issues. The meeting had been requested and set up by the Dutko Group. There were representatives of several industry groups and companies in attendance, including two representatives from Enron, Pat Shortridge and Lisa Jacobson. This was just one of many meetings Ms. Stolpe attended with industry and environmental groups on the multi-emissions issue.

John Howard, then Senior Associate Director of the Council on Environmental Quality, attended two meetings in spring 2001 about multi-emissions with the Clean Power Group, which included representatives from Enron. The meetings were typical meetings with industry groups. Enron wanted the government to regulate CO2, which was also a recommendation of environmental groups. Also, in the fall of 2001, an individual at Enron Windpower spoke to Mr. Howard about a windpower tax credit proposal. This proposal had been included in the National Energy Policy Report issued in May, 2001 and is still under consideration by Congress.

In addition to the information responsive to the Committee's request set forth above, records indicate a number of other White House visits by Enron-affiliated individuals, including on occasion Kenneth Lay, for ceremonial or large group events, such as inaugural festivities, the 2001 Easter Egg Roll, a tee-ball game, remarks to the Horatio Alger Association, and other presidential or vice presidential speeches to large groups of business executives, as well as social and charitable correspondence and events, and correspondence pertaining to appointments other than those the Committee has identified as being of interest.

Summaries of communications with executive departments or agencies regarding Enron

In November, 2001, Chief of Staff to the President Andrew Card was advised by Secretary of Commerce Donald Evans that Kenneth Lay had called Secretary Evans seeking his intervention with credit rating agencies on Enron's behalf. Secretary Evans told Chief of Staff Card that he had declined to intervene, and Chief of Staff Card advised him that he had done the right thing.

Chief of Staff Card also attended internal meetings with government officials from time to time regarding energy policy. At one such meeting, which may have included personnel from departments or agencies outside the EOP and OVP, NEC Director Larry Lindsey may have mentioned Enron in passing in explaining an economic concept relating to the electricity grid.

In late October or early November of 2001, following press reports concerning Enron's rapidly deteriorating financial condition, Joshua Bolten, Assistant to the President and Deputy Chief of Staff for Policy, communicated with Sheila Bair, Assistant Secretary for Financial Institutions at the Department of the Treasury. Mr. Bolten inquired whether a business failure by Enron would likely have systemic effects on the energy or financial markets. He was subsequently informed that the Treasury Department did not believe that such effects would result from a business failure by Enron. Mr. Bolten also may have been advised at some point by Secretary of Commerce Donald Evans that Secretary Evans had received a call from Kenneth Lay seeking assistance with rating agencies, which Secretary Evans had declined to provide. Mr. Bolten did not intervene on Enron's behalf with any department or agency of government.

Secretary of the Treasury Paul O'Neill hosts a weekly economic lunch attended by senior economic policy officials from the Administration, often including NEC Director Larry Lindsey, Secretary of Commerce Donald Evans, Chairman of the President's Council of Economic Advisers Glenn Hubbard, OMB Director Mitch Daniels, and Deputy Chief of Staff Josh Bolten. At one such meeting in October or November, 2001, Undersecretary of the Treasury for Domestic Finance Peter Fisher may have mentioned that he had received a call from former Treasury Secretary Robert Rubin inquiring about the possibility of the Treasury Department providing assistance to Enron.

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EXEC. OFC. PRESIDENT
COUNSEL TO THE PRESIDENT
2002 MAY -3 AM 9:45

ENRON SURVEY

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Question One:

Between January 20, 2001, and December 2, 2001, did Enron ask you for help of any kind in connection with the company's financial difficulties?

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

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Between January 20, 2001, and December 2, 2001, did you have any communications with Enron relating to any of the following:

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- The U.S. Commodities Futures Trading Commission
- The U.S. Federal Energy Regulatory Commission
- The U.S. Department of Labor
- The U.S. Department of Commerce
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

Question Three:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any of the following:

- The U.S. Securities Exchange Commission
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- The U.S. Federal Energy Regulatory Commission
- The U.S. Department of Labor
- The U.S. Department of Commerce
- The U.S. Department of Energy
- The Overseas Private Investment Corporation
- The Export-Import Bank of the United States

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

NAME (please print): Joshua Bolten

OFFICE: WHS

PHONE NUMBER: 6-1600

SIGNATURE: _____ DATE: 5/2/02

EXEC. OFC. PRESIDENT
COUNSEL TO THE PRESIDENT
2002 MAY 16 PM 3:41

ENRON SURVEY

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If before answering, it would help you to review any records you may have, you should do so.

"Enron" means anyone you knew was working for, or communicating on behalf of, Enron Corporation or one of its businesses.

Question One:

Between January 20, 2001, and December 2, 2001, did you have any communications with Enron relating to any energy regulation, policy, law, or other issue affecting Enron's business? (Note: This question includes communications relating to the development of the May 2001 Report of the National Energy Policy Development Group.)

YES _____ NO ✓ I'D LIKE TO DISCUSS _____

Question Two:

Between January 20, 2001, and December 2, 2001, did you have any communications relating to Enron with any official or employee of any Executive Branch department or agency? (Note: The Executive Office of the President and the Office of the Vice President are not departments or agencies.)

YES ✓ NO _____ I'D LIKE TO DISCUSS _____

NAME (please print): Joshua Bolten

OFFICE: DCOS

PHONE NUMBER: 456-1600

SIGNATURE: _____ DATE: 5/15/02

THE WHITE HOUSE

WASHINGTON

February 1, 2002

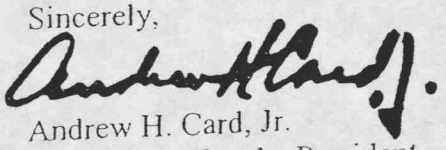
The Honorable Henry A. Waxman
U.S. House of Representatives
2204 Rayburn House Office Building
Washington, D.C. 20515-0529

Dear Congressman Waxman:

This letter responds to your letter of January 14, 2002. As Secretary Evans and I have publicly stated, Secretary Evans received a telephone call from Enron about its financial situation, and Secretary Evans later informed me of the call. As I have publicly stated, I did not inform the President of this call from Enron, and I did not talk to the President about Enron's situation during the relevant period of time last year when there was a question as to what was happening with the company. Secretary Evans also has publicly stated that he spoke from time to time with my Deputy, Joshua Bolten, about Enron's deteriorating condition and its potential impact on the energy trading markets. Beyond that, as you know, numerous committees of the House and Senate and many executive branch departments and agencies, including the Securities and Exchange Commission, the Department of Labor, and the Department of Justice, are currently conducting official investigations into the causes and consequences of the Enron bankruptcy. To the extent any duly authorized investigative bodies may request additional relevant information, we will respond in a timely, orderly, and appropriate way.

The President shares your concern over the Enron bankruptcy, and he is committed to ensuring that its causes and consequences are fully explored and understood. The President is determined to ensure that the law is fully enforced against any person or entity who may have broken it in connection with Enron's failure and to support policy changes that might help to prevent similar occurrences in the future. To that end, he has convened two cabinet-level working groups to examine the pension regulation and financial disclosure issues presented by Enron's situation. All Americans have a right to expect that their government will respond to this problem in a cooperative, responsible, and bipartisan way, and I hope and believe that we will continue to do so.

Sincerely,



Andrew H. Card, Jr.
Chief of Staff to the President

REVISED

THE WHITE HOUSE

WASHINGTON 01 FEB 7 A7:05

MEETING WITH BUSINESS LEADERS

Wednesday, February 7, 2001
The Cabinet Room
1:05 pm – 1:50 pm
Karl Rove

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The Vice President

Secretary Don Evans
Andy Card
Larry Lindsey
Karen Hughes
Karl Rove
Mary Matalin
20 chief executives of major U.S. businesses

COPY
from ORM

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No formal remarks

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Business Leaders and CEOs
February 7, 2001
Draft #3

01 FEB 5 P5:22

- We are entering a key time for our economy, when decisions we make will have years of influence. And I deeply appreciate your willingness to take some time and give me your thoughts.

- This week, I will be sending to Congress my plan for a bold, responsible and fair tax cut. We'll have some resistance. But I intend to lead.

- You know better than most that the economy is sluggish. Growth slowed to 1.4% during the last quarter. Unemployment increased. Consumer confidence is down. Markets are soft. And I'm determined to act before the problem deepens, and the solutions become harder.

- There are short-term and long-term arguments for my economic plan.

- The most pressing issue is to revitalize the economy by getting money into the hands of people who create jobs and spend on consumer goods. I want to work with Congress toward tax relief that is, at least in part, retroactive to the beginning of the year. We need tax relief now. In fact, we need tax relief yesterday. And that's what we are trying to deliver.

- But we also need to take the long view. In the mid-1990s, the U.S. economy achieved a real productivity breakthrough. Unfortunately many of the factors that helped boost growth seem to be losing their power. Energy prices are rising. The burst of growth we got from networking our computers may not necessarily be repeated. Our population is aging. The 1990s were the decade in which the baby boomers entered their peak earning years. In this coming decade, they will begin to move out of them.

- The responsible thing is to confront economic reality rather than to deny it. The next decade may in some ways be a more challenging one for American business than the 1990s. It makes sense to lower taxes – to encourage our economy – in this environment.

- My tax plan is directed more to individuals than to firms. I know that may be controversial with some. But those individuals are your customers. They are your shareholders. Taxing them less will stimulate healthy long-term growth. It is responsible. It is fair. And it fulfills a promise I made to Americans.

- Marginal tax rate cuts are urgent at this moment. They are important to our long-term economic future. But ideas, even good ideas, do not happen without effort, and resolve, and commitment. I need your help – and I'm here today asking for it.

7 February 2001

TO: Karl Rove

FROM: Gian-Carlo Peressutti

THROUGH: Lezlee Westine

CEO Briefing Information

The major business groups represented at today's meeting are concerned with the following issues concerning tax policy:

- **Decreasing the corporate rate of taxation from 35-34%** is a major concern.

- **Capital cost recovery** is of issue as well.

- These groups favor a **corporate alternate minimum tax.**

- They support **extending the welfare to work tax credit** as well as **the work opportunity tax credit.**

- **International tax simplification** is also an issue for them.

- They favor **pension reform** as well as **repealing the estate and gift tax.**

- There is a consensus on **making the research and experimentation tax credit permanent.**

- **Reducing marginal tax rates *including* those on capital gains and dividends** are areas of concern.

Here are 8 areas of consensus on tax policy among the major business groups. Again, the leadership of both **The National Association of Manufacturers (TIM TIMKEN)** as well as the **Business Roundtable (STEPHEN SANGER)** will be represented at today's meeting.

THE PRESIDENT HAS SEEN
2-7-01

THE WHITE HOUSE

WASHINGTON 01 FEB 6 P6:45

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20 chief executives of major U.S. businesses

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Business Leaders and CEOs
February 7, 2001
Draft #3

01 FEB 5 P5:22

- We are entering a key time for our economy, when decisions we make will have years of influence. And I deeply appreciate your willingness to take some time and give me your thoughts.

- This week, I will be sending to Congress my plan for a bold, responsible and fair tax cut. We'll have some resistance. But I intend to lead.

- You know better than most that the economy is sluggish. Growth slowed to 1.4% during the last quarter. Unemployment increased. Consumer confidence is down. Markets are soft. And I'm determined to act before the problem deepens, and the solutions become harder.

- There are short-term and long-term arguments for my economic plan.

- The most pressing issue is to revitalize the economy by getting money into the hands of people who create jobs and spend on consumer goods. I want to work with Congress toward tax relief that is, at least in part, retroactive to the beginning of the year. We need tax relief now. In fact, we need tax relief yesterday. And that's what we are trying to deliver.

- But we also need to take the long view. In the mid-1990s, the U.S. economy achieved a real productivity breakthrough. Unfortunately many of the factors that helped boost growth seem to be losing their power. Energy prices are rising. The burst of growth we got from networking our computers may not necessarily be repeated. Our population is aging. The 1990s were the decade in which the baby boomers entered their peak earning years. In this coming decade, they will begin to move out of them.

- The responsible thing is to confront economic reality rather than to deny it. The next decade may in some ways be a more challenging one for American business than the 1990s. It makes sense to lower taxes – to encourage our economy – in this environment.

- My tax plan is directed more to individuals than to firms. I know that may be controversial with some. But those individuals are your customers. They are your shareholders. Taxing them less will stimulate healthy long-term growth. It is responsible. It is fair. And it fulfills a promise I made to Americans.

- Marginal tax rate cuts are urgent at this moment. They are important to our long-term economic future. But ideas, even good ideas, do not happen without effort, and resolve, and commitment. I need your help – and I'm here today asking for it.

7 February 2001

TO: Karl Rove

FROM: Gian-Carlo Peressutti

THROUGH: Lezlee Westine

CEO Briefing Information

The major business groups represented at today's meeting are concerned with the following issues concerning tax policy:

- **Decreasing the corporate rate of taxation from 35-34%** is a major concern.

- **Capital cost recovery** is of issue as well.

- These groups favor a **corporate alternate minimum tax.**

- They support **extending the welfare to work tax credit** as well as **the work opportunity tax credit.**

- **International tax simplification** is also an issue for them.

- They favor **pension reform** as well as **repealing the estate and gift tax.**

- There is a consensus on **making the research and experimentation tax credit permanent.**

- **Reducing marginal tax rates *including* those on capital gains and dividends** are areas of concern.

Here are 8 areas of consensus on tax policy among the major business groups. Again, the leadership of both **The National Association of Manufacturers (TIM TIMKEN)** as well as the **Business Roundtable (STEPHEN SANGER)** will be represented at today's meeting.

THE PRESIDENT HAS SEEN
2-7-01

THE WHITE HOUSE

WASHINGTON 01 FEB 6 P6:45

MEETING WITH BUSINESS LEADERS

Wednesday, February 7, 2001
The Cabinet Room
1:05 pm – 1:50 pm
Karl Rove

I. PURPOSE

A meeting to discuss the condition of the United States economy and to discuss your tax cut proposal.

II. BACKGROUND

The attendees of this meeting will represent the leadership of major American corporations. They will have met with Secretary Evans and Mr. Lindsey for half an hour in advance of your arrival in The Roosevelt Room.

III. PARTICPANTS

The President
The Vice President

Secretary Don Evans
Andy Card
Larry Lindsey
Karen Hughes
Karl Rove
20 chief executives of major U.S. businesses

III. PRESS PLAN

Meeting is closed press.

IV. SCHEDULE OF EVENTS

1:05 pm	The President arrives Roosevelt Room and joins meeting in progress
1:50 pm	Meeting concludes

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V. REMARKS

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VI. Attachment

A listing of the meeting participants and a brief biography of each individual.

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THE WHITE HOUSE

WASHINGTON

01 FEB 6 P6:45

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