

FOIA MARKER

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Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Public Liaison

Series/Staff Member: Alexis Herman/Ruby Moy

Subseries:

OA/ID Number: 10035

FolderID:

Folder Title:

Miscellaneous Correspondence of Alexis Herman] [2]

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Row:

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Section:

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Position:

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THE WHITE HOUSE
WASHINGTON

January 27, 1997

Gary Rainwater, D.D.S., President
American Dental Association
1111 14th Street, N.W./Suite 1200
Washington, D. C. 20005

Dear Dr. Rainwater:

Thank you and the American Dental Association (ADA) for your good wishes on my nomination to be Secretary of Labor. I will look forward to working with you and the members of the ADA.

Regarding your concern about the resignation of Joe Dear as Assistant Secretary of OSHA, I am taking the liberty of sharing your letter with Assistant to the President for Presidential Personnel Bob Nash so that he may be sensitive to the needs of the dental community. I appreciate your bringing this to our attention.

With best wishes,

Sincerely,

A handwritten signature in dark ink, appearing to read "Alexis M. Herman". The signature is fluid and cursive, with the first name "Alexis" being more prominent and the last name "Herman" following in a similar style.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

cc: Hon. Bob Nash

January 28, 1997

Hon. Patrick A. Sweeney
State Senator of Ohio
State House
Columbus, Ohio 43215

Dear Senator:

Thank you for your recommendation on behalf of Mary L. Trupo as a member of the Clinton Administration. I am glad to have your recommendation.

By copy of this letter, I am informing Assistant to the President for Presidential Personnel Bob Nash of her interest. I am sure she will be given every consideration.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

c.c. Bob Nash



Ohio Senate
Statehouse
Columbus, Ohio 43215

January 15, 1997

Ms. Alexis Herman
Assistant to the President
Director of Public Liaison Office
White House
Washington, D. C. 20500

Dear Ms. Herman:

It gives me great pleasure to write this letter of recommendation on behalf of Mary L. Trupo. She would be an extremely valuable asset to the Clinton Administration.

Mary has both political and professional experiences that would serve her and the Administration well. This talented woman has the reputation of being a very energetic, conscientious, and motivated leader. Politically, both she and her father, Mayor Stanley Trupo, have been loyal and staunch supporters of the Democratic Party. Mary took a leave of absence to work full time on the Georgia campaign to reelect President Clinton.

Professionally, Mary has gained valuable leadership, coordinating, and networking experience as Director of Area Communications and Public Affairs at Eastman Kodak Company. Her numerous political and professional attributes would definitely lend themselves well to a position in the Administration.

Mary is especially interested in being employed as a White House Public Liaison Officer, or as a Director in the Office of Business Liaison in either the Department of Commerce or Department of Labor. She would certainly be an asset to the Clinton Administration in any capacity. Thank you for giving her your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Patrick A. Sweeney".

Patrick A. Sweeney
State Senator

PAS/lld

January 28, 1997

Hon. DeVal Patrick
Civil Rights Division
U.S. Department of Justice
Washington, DC

Dear DeVal:

I just wanted to wish you all the best as you return home.

I shall always remember your input on the issues we worked on especially on affirmative action with respect to mending but not ending. You are a trooper for standing up in the causes we believe.

Please stay in touch.

My warmest good wishes to you and your family

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

RUBY: *1-28-97*

*I have filtered
the stack to this
many. But I have
no idea if these have
gone out or not.*

— "Mess" H.

January 27, 1997

Honorable Eliot L. Engel
House of Representatives
Washington, D.C. 20515

Dear Congressman:

Thank you for your letter on behalf of Ilir Zherka for a position at the Department of Labor. I am glad to have your recommendation of him.

I am sharing a copy of your letter with Assistant to the President for Presidential Personnel Bob Nash to let him know of his availability. I am sure he will be given every consideration.

I appreciate your bringing him to my attention.

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

cc: Hon. Bob Nash

January 21, 1997

Klaus Peter Weyer
Kelterweg 2
74523 Schwabisch Hall
Gailenkirchen
Germany

Dear Klaus:

Thank you for the letter you sent me. I am glad to send you the enclosed picture.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 27, 1997

Gary Rainwater, D.D.S., President
American Dental Association
1111 14th Street, N.W./Suite 1200
Washington, D. C. 20005

Dear Dr. Rainwater:

Thank you and the American Dental Association (ADA) for your good wishes on my nomination to be Secretary of Labor. I will look forward to working with you and the members of the ADA.

Regarding your concern about the resignation of Joe Dear as Assistant Secretary of OSHA, I am taking the liberty of sharing your letter with Assistant to the President for Presidential Personnel Bob Nash so that he may be sensitive to the needs of the dental community. I appreciate your bringing this to our attention.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

cc: Hon. Bob Nash

January 29, 1997

Bob Pomok
519 Hollywood Ave.
BX, NY 10465

Dear Bob:

Thank you for the letter you recently sent me. Enclosed please find the photo you requested.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 30, 1997

William Eubanks
521 Sundy Dr. NE
Aiken, S.C. 29801

Dear William:

Please accept this autograph which you requested.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 30, 1997

Kathy Desmond
President
Community Information Exchange
1029 Vermont Ave., N.W., Suite 710
Washington, D.C. 20005

Dear Kathy:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support.

Also, I appreciate your sending me the Safety Alert Information.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 28, 1997

Don Fowler
Fowler Communications
2725 Devine Street
Columbia, South Carolina 29205

Dear Don:

I am sorry you left Washington before we could get together. I wanted to personally let you know how much I valued your counsel and friendship. You did a great job and the results are history.

When you are next this way, I hope you will let me know so that we can meet and visit.

Good luck as you return to South Carolina.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 28, 1997

Mary Fran Kirchner
4101 Cathedral Avenue, NW.
Washington, D.C. 20016

Dear Mary Fran:

This is to let you know that I have the fax you sent to Ruby and I took a copy of it with me to the meeting. I will do all I can to be of assistance.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 28, 1997

John Paul Galles
2573 Holly Manor Drive
Falls Church, VA 22043-3909

Dear John:

Upon my departure, there will be another Director of the White House Office of Public Liaison. I will be sure to mention your interest in serving in this office.

Also, by copy of this letter, I am letting Assistant to the President for Presidential Personnel Bob Nash know of your interest. I am sure you will be given every consideration.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

c.c. Bob Nash

January 28, 1997

Hon. Patrick A. Sweeney
State Senator of Ohio
State House
Columbus, Ohio 43215

Dear Senator:

Thank you for your recommendation on behalf of Mary L. Trupo as a member of the Clinton Administration. I am glad to have your recommendation.

By copy of this letter, I am informing Assistant to the President for Presidential Personnel Bob Nash of her interest. I am sure she will be given every consideration.

With best wishes,

Sincerely,



Alexis M. Herman
Assistant to the President and
Director of Public Liaison

c.c. Bob Nash

January 28, 1997

Marcia D. Greenberger, Co-President
Ann Kolker, Public Policy Director
National Women's Law Center
11 Dupont Circle, NW./Suite 800
Washington, D.C. 20036

Dear Marcia and Ann:

Thank you for your letter and the material on women's health issues you recently sent. I am glad to have it.

I look forward to working with you in the days ahead.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexis M. Herman', with a long, sweeping horizontal stroke extending to the right.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 28, 1997

Michael Hudson, Vice President
People for the American Way
5370 Manhattan Circle/Suite 104
Boulder, CO 80303

Dear Michael:

Thank you for your press release on which you penned a personal note of congratulations. I appreciate your thinking of me.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 28, 1997

Edward J. Von Kloberg, III, Chairman
Washington World Group, Ltd.
1129 20th Street, NW/Suite 400
Washington, D.C. 20036

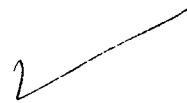
Dear Baron:

Thank you for your correspondence and publications you sent me. I am glad to have them.

As you know, I have been preparing for the Senate confirmation hearings and hope that this will soon be behind me.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to be "Alexis M. Herman", written in a cursive style.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

dave

Glynn D. Key, Esq.
Wilmer, Cutler & Pickering
2445 M Street, NW.
Washington, D.C. 20037-1420

Dear Glynn:

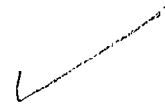
I was delighted to receive the announcement that you have joined the law firm of Wilmer, Cutler & Pickering. Please accept my warmest congratulations in your new endeavor. I know that it will present many challenges but I am sure that you will take charge of them as you have in the past.

Thank you for your help on issues that we both shared. I will not forget the assistance you provided on the MLK project.

Good luck and all the best.

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison



January 29, 1997

date

LeBaron Taylor
504 Sunshine Lakes Drive
Voorhees, NJ 08043

Dear LeBaron:

I was so sorry to learn of Yvonne's passing. I know she meant more than just your wife and friend. She was your life support in all things you do.

I hope the pleasant memories of her will sustain you and your family through the days ahead.

You are in my prayers.

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

✓

January 29, 1997

Mr. Larry J. Gray, Sr.
10153 Garfield Road
Richmond, VA 23235

Dear Larry:

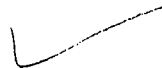
I recently received the letter and enclosed resume you sent me. Thank you for your interest in serving at the Department of Labor.

I appreciate your offer of assistance. I will be sure to keep you in mind.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison



January 29, 1997

Hon. Carrie R. Meek
House of Representatives
Washington, DC 20515-0917

Dear Carrie:

I recently received the letter and enclosed resume you sent on behalf of Altha Manning. Thank you for expressing your interest in Altha serving as Undersecretary of Labor.

I appreciate your offer of assistance. I will be sure to keep her in mind.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 29, 1997

Hattie L. Dorman
Dorman and Associates
Training and Business Development
7801-13th Street, NW
Washington, DC 20012

Dear Hattie:

I recently received the letter and enclosed resume you sent me on behalf of Jerry Johnson. Thank you for expressing your interest in Jerry serving at the Department of Labor as a Special Assistant.

I appreciate your offer of assistance. I will be sure to keep Jerry in mind.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 29, 1997

Timothy R. Fisher ASP, ARM
Manager, Professional Affairs and Standards
American Society of Safety Engineers
1800 E. Oakwood Street
Des Plaines, IL 60018-2187

Dear Timothy:

I recently received your letter and enclosed resume on behalf of Stewart Burkhammer, Alan Macenski, and Altha Manning. Thank you for expressing your interest of each of these individual's serving at the Department of Labor.

I appreciate your assistance.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

A handwritten checkmark in black ink, located in the lower right quadrant of the page.

THE WHITE HOUSE
WASHINGTON

January 27, 1997

John M. Dixon
1435 4th Street, SW #B-804
Washington, DC 20024

Dear John:

I recently received the letter and enclosed resume you sent me. Thank you for your interest in serving at the Department of Labor.

I appreciate your assistance. I will be sure to keep you in mind.

With best wishes for a Happy New Year,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 30, 1997

Charles O. Pre^ejan, Sr.
2813 Black Forest Trail, SW
Atlanta, Georgia 30331

Dear Charles:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 30, 1997

Dennis Rivera
President
1199 National Health Care Union
310 West 43 Street
New York, NY 10036

Dear Dennis:

Thank you for the ~~kind letter~~ you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

Thoughtful Telegram

*on behalf of
1199 and
you.*

January 30, 1997

Senator Daryl L. Jones
The Florida Senate
~~District 40~~
9300 South Dadeland Boulevard
City and State ?

Dear Daryl:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January, 30 1997

Hon. Lynn Martin
Suite 2000
180 North Stetson Avenue
Chicago, Illinois 60601-6779

Dear Lynn:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your ^{offer of} support.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January 30, 1997

Miss Isabell E. Carter
Visitors Chapel A.M. E. Church
P.O. Box 3042
El Paso, Texas 70023-3042

Dear Miss Isabel:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support. *to one Mobilian from another.*

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

January, 30 1997

Hedy M. Ratner
Co-Director
Women's Business Development Center
8 South Michigan, Suite 400
Chicago, Illinois 60603

Dear Hedy:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support *on areas of mutual interest.*

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

THE WHITE HOUSE

WASHINGTON

February 4, 1997

Tyrone Thomas, Owner
Thomas & Associates
1302 Pinehurst Drive
Albany, GA 31707

Dear Mr. Thomas:

Thank you for your letter with the enclosed pictures. I am glad to hear that you are going forward with your project to develop a scholarship in the name of Alice Hawthorne.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

No —
Answers
Get —
Hold 4 me

February 7, 1997

Mr. Robert Vinson Brannum
158 Adams St. N.W.
Washington DC 20001

Dear Mr. Brannum:

Thank you for the kind letter you recently sent me in regards to my nomination. I am grateful for your support and the sentiments you shared with me through your letter. It is good to know that you are in my corner.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

Question
Stack

2/10/97

what do ^{you} want?

Robert Vinson Brannum

158 Adams Street, N.W.
Washington, District of Columbia 20001
(202) 232-5850 • Email - Robert158@aol.com

3 February 1997

The Honorable Trent Lott
Majority Leader
US Senate
The Capitol
Washington, DC 20515

*Thank you for
photo*

100 - 4 100

Dear Senator Lott:

Let me cut to the chase. Ms. Alexis Herman should be confirmed as Secretary of Labor. Any delays or rejection of her nomination is merely political shenanigans on the part of Republican critics of President Clinton. Ms. Herman is eminently qualified to serve. Those who seek to deny her this appointment are engaging in vicious character assassination. It is time to stop the madness and confirm her appointment.

Sincerely,

Robert Vinson Brannum

Robert Vinson Brannum
158 Adams Street, N.W.
Washington, District of Columbia 20001
(202) 232-5850 • Email - Robert158@aol.com

3 February 1997

The Honorable Trent Lott
Majority Leader
US Senate
The Capitol
Washington, DC 20515

Dear Senator Lott:

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Sincerely,

Robert Vinson Brannum

203 - 4 1997

Robert Vinson Brannum
158 Adams Street, N.W.
Washington, District of Columbia 20001
(202) 232-5850 • Email - Robert158@aol.com

3 February 1997

The Honorable Trent Lott
Majority Leader
US Senate
The Capitol
Washington, DC 20515

Dear Senator Lott:

Let me cut to the chase. Ms. Alexis Herman should be confirmed as Secretary of Labor. Any delays or rejection of her nomination is merely political shenanigans on the part of Republican critics of President Clinton. Ms. Herman is eminently qualified to serve. Those who seek to deny her this appointment are engaging in vicious character assassination. It is time to stop the madness and confirm her appointment.

Sincerely,

Robert Vinson Brannum

FEB - 4 1997

Anne Wealer 1/3/97

Dear Alexis,

This is a wonderful
letter from the Dentists
saying how good OSHA
has been under Joe Dear.
Remarkable! It's also a
good road map for whoever gets
Joe's job. — Best
Anne

Anne Wealer
Suite 600
1317 G Street, N.W.
Washington, D.C. 20004

Alexis

THE WHITE HOUSE
WASHINGTON

Anne Wexler
Suite 600
1317 F. Street, N.W.
Washington, D.C. 20004

MEMORANDUM

To: Ruby Moy
From: Rick Thigpen
Re: Personal Note
Date: January 30, 1997

Al Shyr

*Unfiled
2/1/97*

=====

As per my fax to you last week, enclosed are originals of my cover letter and resume. Please note that I made some minor improvements to my resume. Of course, if you have any questions or require additional information, please do not hesitate to contact me.

Best wishes to Alexis as she endures this confirmation ordeal. Please remember that she still has a lot of support.

Regards.

RTT

RICHARD T. THIGPEN
303 HIGHLAND ROAD
SOUTH ORANGE, NEW JERSEY 07079
(201) 763-9093

January 22, 1997

Hon. Alexis M. Herman
Secretary-designate
U.S. Department of Labor
Washington, D.C.

Dear Secretary-designate Herman:

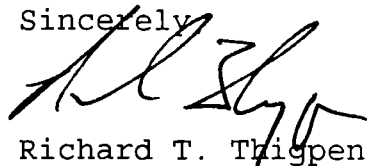
I am writing to request consideration for a position in the Department of Labor under your leadership. I am an attorney with experience developing legislative strategies, conducting complex financial and political negotiations and I have participated in creating urban policies. I have extensive political experience, including a leadership role in the 1996 Presidential campaign in New Jersey, where I worked closely with Fred Humphries. I have enclosed my resume for your review.

I would like to be considered for a senior staff position in the Office of the Secretary or as Chief of Staff in the Office of Congressional and Intergovernmental Affairs. These positions would allow me the privilege of playing a significant role in promoting the Department's legislative and policy agendas. It is my belief that one of the biggest challenges for the Department of Labor will be to continue preparing American workers for the 21st century global economy. I believe I have the skills to help you accomplish this very important job.

I appreciate any consideration that you are able to give my candidacy. I look forward to the opportunity to convince you that I can make substantial contributions to your efforts. I can be reached at the above number or at work at (609) 392-3367. I am available to meet at your convenience.

Regards.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Thigpen', is written over the typed name.

Richard T. Thigpen

RICHARD T. THIGPEN, ESQ.
303 Highland Road
South Orange, N.J. 07079
(201) 763-9093

EDUCATION: **COLUMBIA UNIVERSITY LAW SCHOOL**, New York, New York
1985 - 1988 J.D.

1977 - 1981 **BROWN UNIVERSITY**, Providence, Rhode Island
B.A. - Political Science

EXPERIENCE:

1996 - Present **NEW JERSEY DEMOCRATIC STATE COMMITTEE**, Trenton, N.J.
Executive Director

Developing political and campaign strategies. Managed the State Party's role in the 1996 federal election campaign and in local races. Political liaison to the State Legislature, the Democratic National Committee and key party constituencies. Coordinated the participation of State political leaders in the State Party Convention and with the New Jersey delegation at the Democratic National Convention.

June - November **NEW JERSEY VICTORY '96**, New Brunswick, New Jersey
Served as a senior political adviser and liaison to other campaigns, elected officials, local party organizations and urban constituency groups. Organizer for the Base Vote Program which successfully increased urban voter turnout.

1993 - Present **EAST ORANGE PLANNING BOARD**, East Orange, New Jersey
Counsel
Provide legal guidance to municipal board in hearing land use and development applications and in developing zoning ordinances and development strategies.

1990 - 1996 **REP. DONALD M. PAYNE (NJ-10)**
U.S. HOUSE OF REPRESENTATIVES, Newark, New Jersey
District Director
Managed District Office, served as senior staff adviser on legal, legislative and district related issues. Representative for Congressman to local governments, local businesses and constituency groups. Supervised staff constituent service operation and office interaction with all federal agencies.

1988 - 1990 **THACHER PROFFITT & WOOD**, New York, New York
Associate
Corporate: Underwriter's Counsel, engaged in the negotiation of terms and the drafting of documents for numerous transactions to accomplish the purchase and resale of mortgage loans in the secondary market. Researched and provided legal guidance to clients on numerous issues arising as a consequence of these transactions.

Legislation: Advised clients on issues surrounding the development of legislative strategies. Participated in the promotion of legislation in the U.S. Congress.

Real Estate: Lender's Counsel, participant in negotiations and document drafting for the origination of commercial mortgage loans.

1992 & 1994

PAYNE FOR CONGRESS, 10th District, New Jersey

Campaign Coordinator

Responsible for the development and implementation of voter contact programs. Coordinator of political affairs, responsible for mobilizing community support and negotiating with political leadership. Liaison to other campaigns and party organizations.

1992 - 1996

NEW JERSEY AFRICAN-AMERICAN POLITICAL ALLIANCE,

Coordinator

Lead organizer for a statewide organization of Democratic party political leaders to promote an African-American political agenda. Successfully developed and implemented strategies to expand the base of the Democratic Party.

1988

ASSEMBLYMAN WILLIE BROWN (29th District), Trenton, N.J.

Aide to the Minority Leader

Provided assistance on legal and political issues related to legislative affairs and staff operations.

1986

FROHLING AND HANLEY, Newark, New Jersey

Summer Associate

Litigation: Legal research, participated in preparation of memoranda, motions and trial briefs. Developed litigation strategies.

1982 - 1985

HON. DONALD M. PAYNE, COUNCILMAN, Newark, New Jersey

Administrative Analyst

Policy analyst for legislation. Participated in policy development, provided advice on a broad range of subjects related to functions of municipal government.

1981 - 1982

UNITED STATES SENATE CAMPAIGN, New Jersey

HOWARD ROSEN FOR SENATE

Advance Man

Responsible for advancing all campaign events. Assistant to the campaign manager.

**ADDITIONAL
INFORMATION:**

Admitted New Jersey Bar, 1988

Board of Governors, New Jersey Historical Society
Member, American Center for International Leadership
Public Policy Committee, United Way of Essex County
Graduate, Democratic National Committee, Campaign
Training Academy
International Experience in Africa, Europe and Asia

Southern Community College

POST OFFICE BOX 688/203 SOUTH MAIN STREET

TUSKEGEE, ALABAMA 36083

(334) 727-5220 - OFFICE

(334) 727-1511 - FAX

TELECOPIER COVER PAGE

TO: Ms. Alexis Harman, Director of Public Liaison

COMPANY: The White House

TELEFAX NUMBER: (202) 456-6218

SENDER: Lawrence F. Haygood, Sr.

DEPARTMENT: Founder

DATE: 02-06-97 TIME: 4:40 ☐ A.M. ☒ P.M.

NUMBER OF PAGES (INCLUDING COVER PAGE): 3

OUR TELEFAX NUMBER: (334) 727-1511

COMMENTS:

IF YOU DO NOT RECEIVE ALL PAGES OF TRANSMITTAL, PLEASE CALL AS
SOON AS POSSIBLE (PHONE NUMBER: (334) 727-5220. ASK FOR THE SENDER.

Southern Community College

POST OFFICE BOX 830/688 205 SOUTH MAIN STREET

TUSKEGEE, ALABAMA 36083

(334) 727-5220 - OFFICE

(334) 727-1511 - FAX

February 6, 1997

**Ms. Alexis Herman
Director of Public Liaison
The White House
Washington, D. C.**

Dear Alexis:

Hold on and keep pushing. I have gotten feed back from a number of Senators. I personally talked to Senators Sessions and Shelby on last Saturday night in Birmingham. I visited Shelby's office in Washington on January 29, 1997.

Also, I took the liberty to request the United States Senate to move forward with your confirmation on January 30, 1997 at a news conference held at the J. W. Marriot in Washington. The news conference was called by the Christian Coalition to announce its Samaritan Project. I had significant input in getting the Christian Coalition to commit itself to the mission of helping to eliminate poverty in the African-American and Hispanic communities by using private and faith based community organizations and institutions in partnership with business/industry and the government..

C-Span carried this conference for two days, January 30 - 31. My purpose was to let the nation know that you are the best person to fill the position of Secretary of Labor and to eliminate any serious Republican resistance to your nomination. I am satisfied that things are moving forward at this time. Should I hear anything significant, I will let you know. Otherwise, I look forward to your confirmation hearing and your subsequent confirmation. It is my intent to be in Washington at your swearing in ceremony. If needed, I will be at your confirmation hearing.

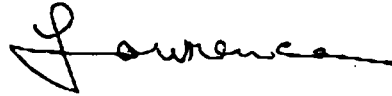
As a Christian minister, I want you to know that I will be on my knees each night praying that God will give you the strength and wisdom to go through the confirmation process. I know, beyond a doubt, that America needs your leadership for such a time as this. You have a proven record of helping those who exist in the valley of destitution, degradation and pain, and you know how to undo the heavy burdens of the poor and let the oppressed go free. Also, you know how to unify our

Alexis Harman
February 6, 1997
Page 2

nation by bringing together those who have and those who have not so that they may sit around a common table of brotherhood and bring an end to the long night of division, strife, bigotry and injustice in the land of the free and the home of the brave. Alexis, I will forever be in your corner.

May the God of grace and glory forever hold you and those whom you love in the palm of His hand.

Sincerely,

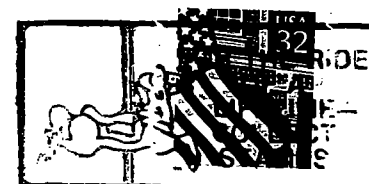
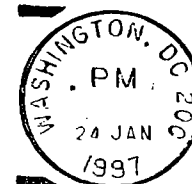
A handwritten signature in cursive script, appearing to read "Lawrence", with a long horizontal flourish extending to the right.

Lawrence F. Haygood, Sr.
Founder

LFH,sr.:cwa

The Duke's Family

1424 Carrolsburg Place, S.W.
Washington, D.C. 20024



Ms. Ruby Moy
Public Liaison
Office of Alexis Herman
The White House
Washington DC



Warm greetings, my friends!

OFIELD'S
daughter

ack

My New Year's wishes for 1997 are a little late, because for the past three weeks I have been struggling with a difficult and painful illness. First, I thought I was suffering from a stubborn, pre-Christmas flu virus. After a series of tests and visits to several medical specialists to determine the cause of severe head and body pains, my wonderful doctor, Dr. Marilyn McPherson-Corder said I have a full-blown case of mononucleosis. Dr. Corder says the good news is that except for this illness my body is in "A one condition" and that I will fully recover and be able to return to school, soon I hope.

Incidentally, the Washington Times photo and article represent one of the highlights of 1996. How thrilling it was playing the third leading role in the George and Ira Gershwin musical, "**Crazy For You**," in the Annual Summer Musical Theatre Workshop at Sidwell Friends. Just as exciting was the special honor of playing the main character, "**Timoune**," singing, acting, and dancing, in the marvelous Haitian Broadway musical-drama, "**Once on This Island**," performed by the St. John's College High School Theatre. This was my debut in a solo singing role.

With God-blessed talents in the performing arts, I am looking forward to obtaining a college degree in Theatre Education and then establishing my own performing arts company to teach and train aspiring young people.

Returning to the present, I am a 10th grade student in the leadership program at St. John's, and, hey, the daily homework is awesome! Part of my adjustment to high school has required a reduction in extracurricular activities. Therefore, my outside activities have been limited to co-captain of the varsity cheer leaders and secretary of the Black Student Alliance. My spiritual values and development have been enhanced by the training from my parents along with the outstanding religious education provided at my church, Full Gospel AME Zion.

In my daily prayers, I thank God for so many blessings, especially my only grandparent, Howard Trapp who will soon be 85, and my parents, Dr. Rosa Trapp-Dail and Ofield Dukes, whom I love so very much. My Mom continues to enjoy the challenges of her work as Coordinator of the Graduate Program in Early Childhood Education at Howard University. She was recently appointed by Howard's president through the Faculty Senate to a steering committee to implement his new strategic plan for the University.

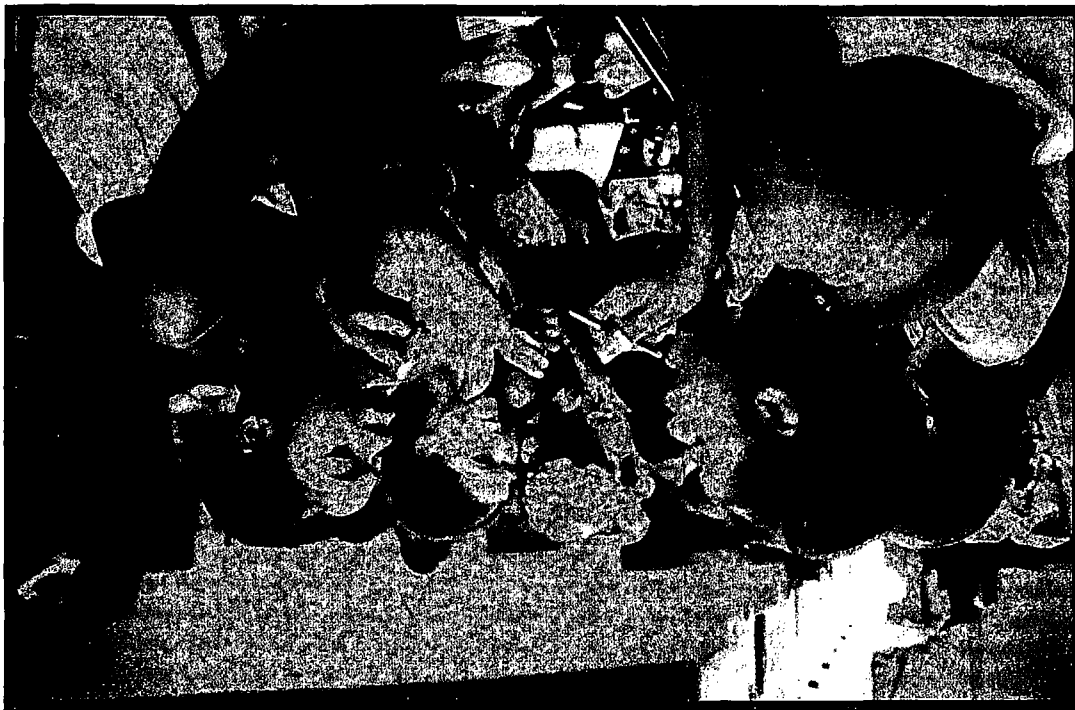
My dad, now in his 27th year in the public relations business, has been very, very busy this past year helping in the reelection of President Clinton, serving as a consultant to the Democratic National Committee and now involved in plans for the Clinton-Gore Inauguration. He continues to enjoy teaching, as an Adjunct Professor, in the Graduate School of Communications at The American University. His wife, Aunt Elaine, a dedicated public school educator, has had a busy civic year in promoting voter education and registration as chair of the Richmond, Virginia area chapter of the National Political Congress of Black Women.

In wishing you the best for the New Year, I ask that you take good care of your health, remember to take God with you wherever you go, be patient and kind, and whenever you feel put upon, heed the words of Frank Sinatra: "**The best revenge is massive success.**"

Peace, Love, Good Health and Success

Roxi

(From Washington Times, Page One, Entertainment Section, Saturday, July 20, 1996)
 (Sidwell Friends) Summer Musical Theatre Workshop's "Crazy For You."
 Roxi Trapp-Dukes and fellow performers apply makeup before a rehearsal of the



PEACE, PERSEVERANCE, AND PROSPERITY FOR THE NEW YEAR!

SATURDAY, JULY 20, 1996 •

The Washington Times

Making stars of the kids on the block

By Lisa Rauschart
SPECIAL TO THE WASHINGTON TIMES

Fourteen years ago, John Eaton Elementary School music teacher Diane Dunn Boggs saw a problem. Children in her Cleveland Park neighborhood were doing nothing all summer.

"So many of them go to different schools — some public, some private — you might have kids who lived on the same block and not even know each other," she says, shaking her head.

"Well, I'm from Iowa, and community is very important. We did a lot of community things — festivals, plays — and I wanted to see that happen in Cleveland Park."

So she put together a neighborhood theater workshop for children: The annual Summer Musical Theater Workshop teaches students about the heritage of the American musical theater

Every afternoon since school's end, children such as 13-year-old Ben Reed, still dripping from soccer practice, have been rushing into the Mary Ellen Caplin Theatre at the Kogod Arts Center of Sidwell Friends School. In an instant, it's off with the cleats and on with the taps. Ben's got a different kind of goal: He's in the young boys chorus for this year's production, "Crazy for You," with music by George Gershwin.

Before rehearsals began six weeks ago, Ben had little in common with his fellow cast members, who range in age from 9 to 16 and come from public and private schools all over the area. By opening night, which was Thursday, they worked together as if they'd been playing to packed houses for years.

For the first three years, the shows were put on at Eaton. After the move to Sidwell, Mrs. Boggs was

see SHOW, page B4



Roxi Trapp-Dukes and fellow performers apply makeup before a rehearsal of the Summer Musical Theater Workshop's "Crazy for You."

joined by dramatic director Lukie Tannenbaum and musical director Joan Vanasdale. The program's scope expanded as it grew more popular.

"We began to look beyond Cleveland Park and think of the entire city as a neighborhood," says Mrs. Tannenbaum, a longtime teacher in D.C. public and private schools who holds a degree in theater from the Catholic University of America. "Children from all sections of the city need to learn how to work together and appreciate each other's contributions."

Not only is the workshop open to children areawide, but scholarships are available to those unable to pay the \$185 tuition. Principal roles are double-cast to allow for the greatest number of children to have the experience of playing a major part. Funded mostly by private donations supplemented by tuition and ticket sales, it's all part of building self-esteem, Mrs. Boggs says.

SHOW

From page B1

"You give somebody something [of] high quality to work with, and most likely they'll rise to the occasion," she says.

The Sidwell stage is a fully equipped performing-arts space. This year's set is one of the largest ever to grace its stage, according to technical director Jake Karr.

"They give you everything," exclaims Rachel Levine, 10, gesturing excitedly. "Lights, scenery, costumes — it's like you're in a real show."

A member of the young girls chorus, she's a first-timer with the workshop. She's never danced before, either. (Before she got her tap shoes, she came to rehearsals in high tops.)

"At first, I didn't realize how much work this was going to be — I mean, it is summer, and I'm supposed to be having fun. I even went home and told my mom that I wanted to drop out. But she encouraged me and said I would get better. Now she's tapping away, even at home and says she feels like she's 'part of something big.'"

Many students return year after year, beginning as members of the "little people" troupe and working their way up to a principal role. Older children take the younger ones under their wings, and it's rare to see a group of only one age. Those who become too old for the production often return to man the crew or help out with makeup and costumes.

At times, though, all the preparation can be pretty overwhelming. "It's crunch time now," says Delectria Gross, 15, who plays Mimi, referring to the days before opening night.

Despite the chaos, the cast is still working. Children waiting to go on run through lines with each other and practice steps, and the older ones help the little ones with costumes, songs and advice.

Roxi Trapp-Dukes, 14, who plays Tessie, stepped in on her own when the choreographer was called away. She works with the youngest children on their steps, patiently running sequences and offering encouragement.

"I couldn't have done it without Roxi," Rachel says. "She's really nice."

This will be the last year for Mrs. Boggs, who will be moving to Boston with her family. The two remaining directors plan to carry on "just as before."

"No changes," Mrs. Tannenbaum says firmly. "We'll just carry on as we always have."

Mrs. Boggs' legacy, however, is more than just the quality of the production. It's the sense of community that encompasses cast, crew, parents and even the audience, many of whom return year after year regardless of the production.

"What happens here, it's kind of magic," says Eli Moyer, 15, a lead player who in the past has been everything from a chorus member to a munchkin.

"It's miraculous," he says. "No matter what happens, it always comes out fabulous."

January 30, 1997

Ms. Ruby Moy
The White House
1600 Pennsylvania Ave.
Washington, DC 20501

Dear Ms. Moy:

I know you have had a chaotic schedule and I just wanted you to know that "All of your hard work will pay off". I respect all that you are doing and all that you will have to do. If you need anything please, do not hesitate to call. If you need a diligent volunteer, I'm here!

I want to thank you in advance for your invaluable assistance. I wanted to make sure that I submitted the areas that I have the greatest interest in: the Department of Labor and the White House. The positions at the Department of Labor are as follows but are not limited to the following: Office of the Secretary -Special Assistant, Office of Congressional and Intergovernmental Affairs -Special Assistant or Legislative Officer, and Office of Public Affairs, Special Assistant.

The White House is also a place that I would like to be considered for placement. The Vice President's Office, which I have done advance work, Cabinet Affairs, where I interviewed last year or Intergovernmental Affairs departments are of greatest interest. The Special Assistant or Executive Assistant posts would be a wonderful cache to my leadership and experience thus far.

I want to thank you again for all that you do. Without wonderful folks like you, I would not feel as included in this process.

Respectfully yours,

Kimberly M. Harold

Kimberly M. Harold
(202)863-7148
(301)894-8222

*Supreet
Have we
ack'd her?
check Craig*

*See if he has
the DOH folder
No he doesn't*

FEB - 7 1997



REPRESENTATIVE

RONALD V. DELLUMS

9TH CONGRESSIONAL DISTRICT, CALIFORNIA

Just the FAXDATE: February 5, 1997TO: Ms. Ruby Moy / Ms. Alexis HermanATTENTION: RubyFAX PHONE NUMBER: 202-456-2983TOTAL NUMBER OF PAGES (INCLUDING COVER SHEET) 3FROM: Kim Harold

SPECIAL INSTRUCTIONS:

I wanted to fax this so you can place it in your files. I will mail another hard copy if you would like.

I will call you to see if you have received this information. Thanks again.

Sincerely yours,

Kim Harold

P.S. I can volunteer in the evenings and late into the night if you need me to.

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KIMBERLY MICHELLE HAROLD5412 Woodland Court
Oxon Hill, MD 20745(301) 894-8222 (h)
(202) 863-7148 (w)**EDUCATION**

- Virginia Commonwealth University, Richmond, VA May 1984
Masters in Public Administration—Concentration in Gerontology and Health Care Policy
- James Madison University, Harrisonburg, VA May 1991
Bachelor of Science—Public Administration

EXPERIENCE

North Carolina Coordinated Campaign September-November 1996
North Carolina Democratic Party, Raleigh, NC
Deputy Press Secretary

- Coordinated schedules for Federal and State candidates
- Traveled to sites and made advance preparations for candidates
- Researched issues of opposition candidates; assisted with preparation of position papers
- Wrote press releases; maintained contacts with all media

The White House and Clinton/Gore '96 February-November 1996
Vice President and Mrs. Gore, Washington, DC

Site Advance Preparation - Official for the Vice President/Political for Mrs. Gore

- Performed advance for the Vice President at local events; locations included the Vice Presidential residence
- Performed advance for Mrs. Gore at local events as well as a trip to Albuquerque, New Mexico

Democratic National Committee February 1996-Present
Democratic National Convention/Office of the Secretary, Washington, DC

Convention Assistant

- Input certified information on official Convention delegates into the computer database
- Coordinate and assist with the planning and logistics of Convention Standing Committee meetings
- Prepare for publication of the Temporary Roll of Delegates and Official Proceedings of 1996 Convention
- Verify Presidential and Vice Presidential candidate nominating petitions

The White House Conference on Aging April-September 1995
The White House/United States Department of Health and Human Services, Washington, DC

Assistant to the Executive Director

- Coordinated the facilitators/issue experts in the conference sessions
- Promoted the agenda issues of the conference to Members of Congress, delegates, and the public
- Directed the delegates of the Conference to the appropriate resources
- Assisted in the development of policy/legislative reports

Newport News General Hospital May 1994-March 1995
Office of the Administrator, Newport News, VA

Assistant to the Administrator

- Prepared and reviewed all documentation and meeting arrangements for the Board of Trustees
- Represented the CEO and COO in numerous local and statewide events
- Introduced hospital policies and procedures through participation in administrative committees
- Composed press releases and advertisements for the PR/Marketing Departments and HR

The White House July-August 1993
Office of Policy and Development, Washington, DC

Health Care Reform Intern

- Managed details of the Senior Advisor to the President for Policy Development's schedule
- Handled sensitive documents for the office staff
- Facilitated citizens' inquiries related to legislative and policy issues
- Researched information for Task Force members, White House staff and constituents

Clinton/Gore '92 May-November 1992
Clinton/Gore Headquarters, Richmond, VA

Volunteer

- Promoted the goals and ideals of Clinton and Gore campaign—especially the health care agenda
- Coordinated phone banking activities

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To:Name: RubyOrganization: DCDate: 2/5/97Fax Number: (202) 452-2983**From:**Name: Dianne WicklenDepartment: EventsPhone Number: ext 221Number of Pages to Follow: 5Comments: Per your request.

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THE WHITE HOUSE
WASHINGTON

February 24, 1997

**Honorable Albert R. Wynn
House of Representatives
Washington DC 20515**

Dear Congressman:

Bob Stanton is a fine person and has the background and experience to be the Director of the National Park Service. I have known Bob for several years and know him to be more than qualified for this position.

By copy of this letter, I am letting Assistant to the President for Presidential Personnel Bob Nash know of his interest. I am sure he will be given every consideration.

With best wishes,

Sincerely,

Alexis M. Herman

ALBERT R. WYNN
4TH DISTRICT, MARYLAND

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CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-2004
January 27, 1997

Ms. Alexis Herman
Special Assistant To the President
Office of Public Liaison
O.E.O.B.
Washington, D.C 20500

Dear Ms. Herman:

I thought you would be interested to know that I have nominated Robert G. Stanton for Director of the National Park Service. As a courtesy, a copy of my January 22, 1997 letter to President Clinton is enclosed. I hope you will agree that Bob Stanton is absolutely the best qualified candidate for this job.

Because of your interest in and support of America's National Parks, I also hope you will write President Clinton and tell him about your own experiences with Bob Stanton that illustrate the many ways he is the best qualified candidate for Director of the National Park Service. If you would like to join me in supporting Bob Stanton, please send your letter to President Clinton at: The White House, Washington, DC 20500. I know Presidential Personnel will value your wise counsel.

Thank you in advance for your kindness in attending to this matter. If you have any questions or require further information, please feel free to call Ms. Chandini Bachman or Mr. Michael Rious of my staff at (202) 225-8699.

Sincerely,

Albert R. Wynn
Member of Congress

ARW:cm
Enclosures

P.S. Time is of the essence. To expedite consideration of Mr. Stanton's nomination considerably, kindly fax advance copies of your letter to: 1) Mr. Bob Nash, Assistant to the President and Director of Presidential Personnel, at fax number (202) 456-2259 and 2) to my office at fax number (202) 225-8714.



CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-2004

January 22, 1997

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The Honorable William Jefferson Clinton
President of the United States
Washington, DC 20500

Re: **Nomination of Robert G. Stanton for Director of the National Park Service**

Dear President Clinton:

Before you is an opportunity to appoint a superlatively qualified Park Service professional to the position of Director of the National Park Service at the Department of the Interior. I hereby place in nomination the name of Mr. Robert G. Stanton. He is the most qualified candidate for the job. It is my pleasure and my privilege to strongly recommend Robert Stanton to you wholeheartedly and without any reservation whatsoever. After you have had ample opportunity to review his resume and other credentials which are enclosed with this letter, I am certain you will agree he has what it takes to serve this Administration as the best Park Service Director ever. Additionally, I am certain the distinguished Members of the Senate Energy and Natural Resources Committee will find his management expertise to their liking.

On January 3, 1997, following a distinguished 31-year career in the National Park Service, Mr. Stanton retired from the position of Field Director, National Capital Area, National Park Service. In that position, he was one of seven field directors responsible for NPS operations and activities nationwide. In 1993 you conferred upon Mr. Stanton the rank of Distinguished Executive in the Senior Executive Service for sustained extraordinary accomplishment in management of programs of the United States Government and for leadership exemplifying the highest standards of service to the public. You and Vice President Gore will recall being hosted by Mr. Stanton on many occasions, among them Earth Day '96 at the C&O Canal, Earth Day '94 at Meridian Hill Park, the dedication of the Korean War Veterans Memorial and the ground breaking for the Women in the Military Memorial. Mr. Stanton is a product of the Kennedy and King era. He was recruited into the National Park Service under policies established by President Kennedy's Interior Secretary, Stuart Udall of Arizona. This was the Interior Department's first major effort to recruit minorities into the National Park Service. For Mr. Stanton, the position of Park Service Director would be a fitting next step in the development of his career and a culmination with the Clinton Administration of a career made possible by President John F. Kennedy.

A veteran NPS manager, Mr. Stanton would bring his expertise to the role of chief decision maker to improve Park Service management. He would continue to emphasize and support the development of NPS employees and strengthen overall organizational management.

Honorable William Jefferson Clinton
January 22, 1997
Page 2

Resource preservation and rehabilitation of park facilities is of great importance. Mr. Stanton would bring his effective leadership and energy to this area. Coupled with that leadership, he would encourage increased partnership involving both the private and public sectors with respect to capturing non-appropriated resources to aid and improve management of the parks.

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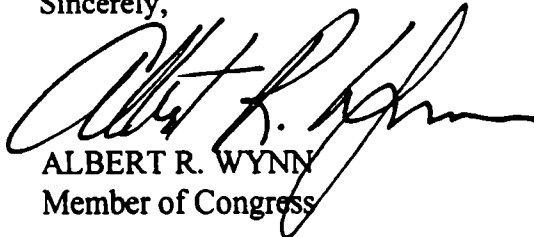
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Thank you for considering my nominee. If you have any questions or require further information, please do not hesitate to call me personally. In closing, may I reiterate my strong and unreserved support for Robert G. Stanton to serve as the National Park Service Director. He is the most qualified candidate for the job.

Sincerely,



ALBERT R. WYNN
Member of Congress

ARW:cmb
Enclosures

cc: The Honorable Bruce Babbitt, Secretary of the Interior

BIOGRAPHICAL INFORMATION

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1964 - 1966	Director, Public Relations and Alumni Affairs, Huston-Tillotson College (ALMA MATER), Austin, Texas
1962 & 1963	Seasonal Park Ranger, Grand Teton National Park, National Park Service, Moose, Wyoming

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Graduate Studies (Administrative Management), George Washington University, 1968
Numerous courses, seminars and workshops in management and executive leadership

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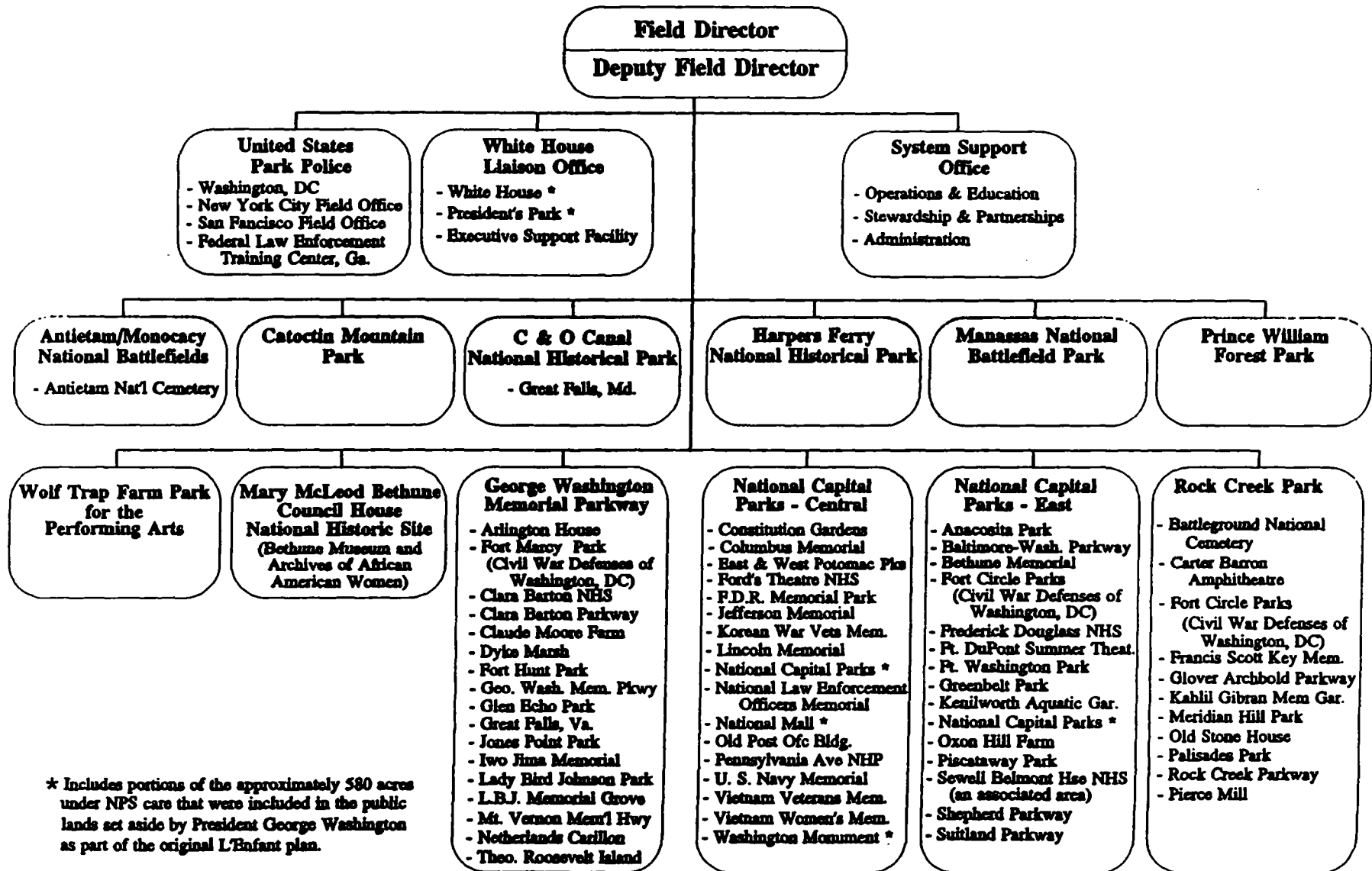
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06/78 - Riyadh, Saudi Arabia - Provided onsite assessment and assistance relative to the National Park Service's involvement in the development and management of the Asir National Park in the Kingdom of Saudi Arabia.

Personal:

Born September 22, 1940, in Ft. Worth, Texas. Married and father of two children.

National Park Service NATIONAL CAPITAL FIELD AREA



* Includes portions of the approximately 580 acres under NPS care that were included in the public lands set aside by President George Washington as part of the original L'Enfant plan.

Approved: _____

Robert Stanton, Field Director
National Capital Area

February 28, 1996



From the office of

Congressman Albert R. Wynn

4th District, Maryland

FAX Cover Sheet

Date: 1-28-97

Time: _____

To: Alexis Herman

2 West Wing 456-2983 ✓

FAX Number: 456-6218Public Liaison/WHOffice Number: 456-2930

Comments:

Here is an advance copy of a letter sent to
you by U.S. Mail. Please call if you have
any questions.

From:

☐ Albert Wynn☐ James Ballentine☐ Elena Temple☐ Claudia Arko☐ Mike Rioux☐ Curt Clifton☐ Daneen Banks☐ Norma Collins☒ Chandini Bachman☐ Paul BegeyNumber of Pages (including cover sheet): 9

If this transmission is not complete, please contact us at: (202) 225-8699

ALBERT R. WYNN

4TH DISTRICT, MARYLAND

DEPUTY DEMOCRATIC WHIP

COMMITTEE

COMMERCE



CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-2004
January 27, 1997

WASHINGTON OFFICE

407 CANNON HOUSE OFFICE BLDG.
WASHINGTON, DC 20515-2004
(202) 225-8699
Web site: <http://www.house.gov/wynn/>

DISTRICT OFFICES

- 3200 BASIL COURT, #316
SPRINGDALE, MD 20774
(301) 773-4094
- 8601 GEORGIA AVENUE, #201
SILVER SPRING, MD 20910
(301) 588-7328
- 8009 OXON HILL ROAD
OXON HILL, MD 20745
(301) 839-5570

Ms. Alexis Herman
Special Assistant To the President
Office of Public Liaison
O.E.O.B.
Washington, D.C 20500

Dear Ms. Herman:

I thought you would be interested to know that I have nominated Robert G. Stanton for Director of the National Park Service. As a courtesy, a copy of my January 22, 1997 letter to President Clinton is enclosed. I hope you will agree that Bob Stanton is absolutely the best qualified candidate for this job.

Because of your interest in and support of America's National Parks, I also hope you will write President Clinton and tell him about your own experiences with Bob Stanton that illustrate the many ways he is the best qualified candidate for Director of the National Park Service. If you would like to join me in supporting Bob Stanton, please send your letter to President Clinton at: The White House, Washington, DC 20500. I know Presidential Personnel will value your wise counsel.

Thank you in advance for your kindness in attending to this matter. If you have any questions or require further information, please feel free to call Ms. Chandini Bachman or Mr. Michael Rious of my staff at (202) 225-8699.

Sincerely,

Albert R. Wynn
Member of Congress

ARW:cmb
Enclosures

P.S. Time is of the essence. To expedite consideration of Mr. Stanton's nomination considerably, kindly fax advance copies of your letter to: 1) Mr. Bob Nash, Assistant to the President and Director of Presidential Personnel, at fax number (202) 456-2259 and 2) to my office at fax number (202) 225-8714.

ALBERT R. WYNN
4TH DISTRICT, MARYLAND
DEPUTY DEMOCRATIC WHIP



COMMITTEE
COMMERCE

CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-2004

January 22, 1997

WASHINGTON OFFICE

☐ 407 CANNON HOUSE OFFICE BLDG.
WASHINGTON, DC 20515-2004
(202) 225-8099
Web site: <http://www.house.gov/wynn>

DISTRICT OFFICES

☐ 9200 BARR COURT, #218
SPRINGDALE, MD 20774
(301) 773-6084

☐ 8801 GEORGE AVENUE, #201
SILVER SPRING, MD 20910
(301) 588-7328

☐ 6009 OXON HILL ROAD
OXON HILL, MD 20745
(301) 838-5570

The Honorable William Jefferson Clinton
President of the United States
Washington, DC 20500

Re: **Nomination of Robert G. Stanton for Director of the National Park Service**

Dear President Clinton:

Before you is an opportunity to appoint a superlatively qualified Park Service professional to the position of Director of the National Park Service at the Department of the Interior. I hereby place in nomination the name of Mr. Robert G. Stanton. He is the most qualified candidate for the job. It is my pleasure and my privilege to strongly recommend Robert Stanton to you wholeheartedly and without any reservation whatsoever. After you have had ample opportunity to review his resume and other credentials which are enclosed with this letter, I am certain you will agree he has what it takes to serve this Administration as the best Park Service Director ever. Additionally, I am certain the distinguished Members of the Senate Energy and Natural Resources Committee will find his management expertise to their liking.

On January 3, 1997, following a distinguished 31-year career in the National Park Service, Mr. Stanton retired from the position of Field Director, National Capital Area, National Park Service. In that position, he was one of seven field directors responsible for NPS operations and activities nationwide. In 1993 you conferred upon Mr. Stanton the rank of Distinguished Executive in the Senior Executive Service for sustained extraordinary accomplishment in management of programs of the United States Government and for leadership exemplifying the highest standards of service to the public. You and Vice President Gore will recall being hosted by Mr. Stanton on many occasions, among them Earth Day '96 at the C&O Canal, Earth Day '94 at Meridian Hill Park, the dedication of the Korean War Veterans Memorial and the ground breaking for the Women in the Military Memorial. Mr. Stanton is a product of the Kennedy and King era. He was recruited into the National Park Service under policies established by President Kennedy's Interior Secretary, Stuart Udall of Arizona. This was the Interior Department's first major effort to recruit minorities into the National Park Service. For Mr. Stanton, the position of Park Service Director would be a fitting next step in the development of his career and a culmination with the Clinton Administration of a career made possible by President John F. Kennedy.

A veteran NPS manager, Mr. Stanton would bring his expertise to the role of chief decision maker to improve Park Service management. He would continue to emphasize and support the development of NPS employees and strengthen overall organizational management.

Honorable William Jefferson Clinton

January 22, 1997

Page 2

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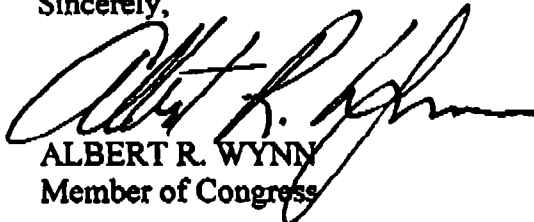
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ARW:cmb

Enclosures

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DEC 30 1996

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ROBERT G. STANTON

2

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Islands

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ROBERT G. STANTON

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ROBERT G. STANTON

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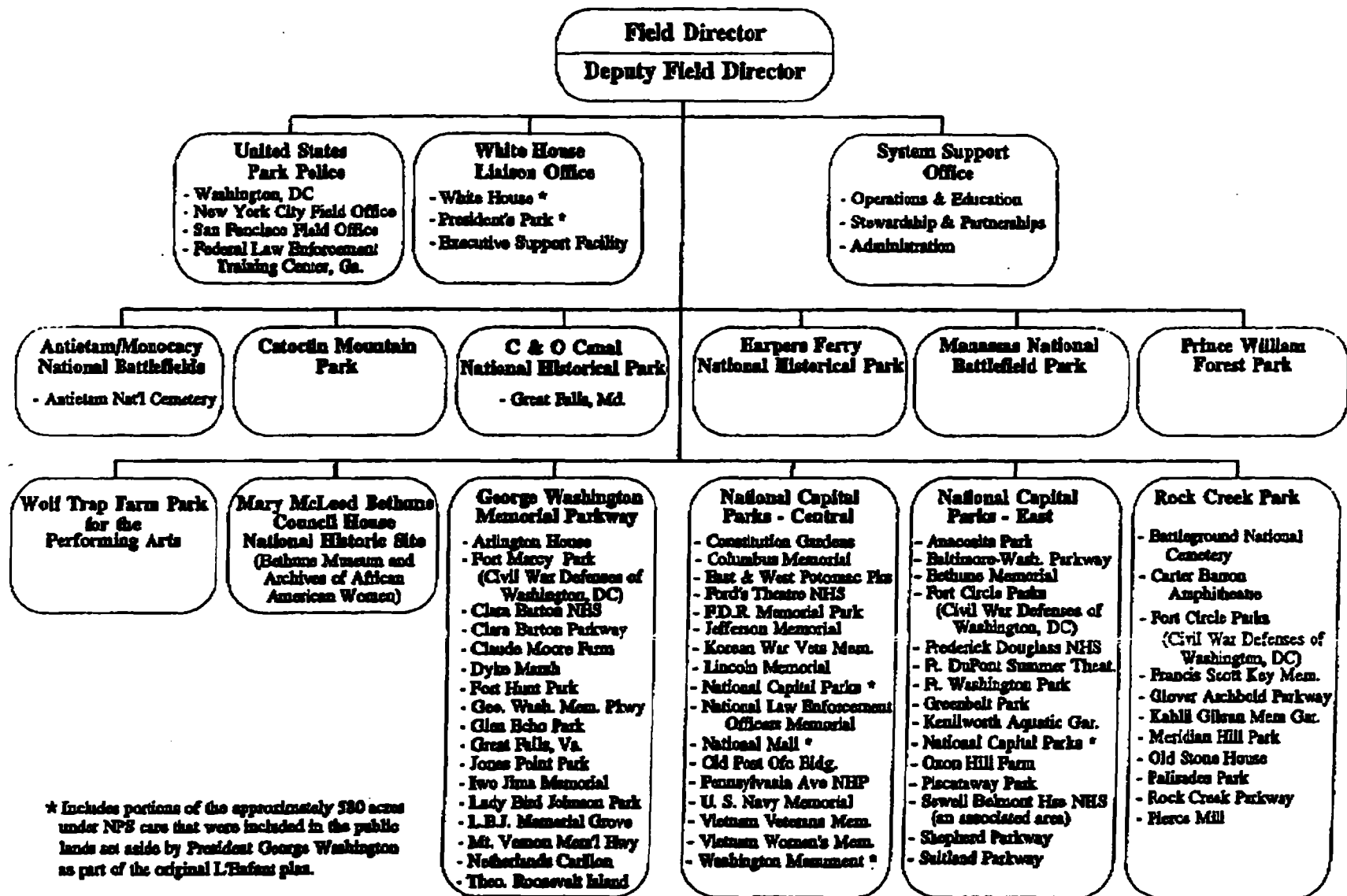
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Approved: _____

Robert Stanton, Field Director
National Capital Area

February 28, 1976

March 4, 1997

Honorable Sonny Callahan
House of Representatives
Washington, D.C. 20515

Dear Sonny:

Thank you for sending me the correspondence from Ms. Frances Taylor concerning the request to have the President participate in the Lupus Foundation event.

By copy of this letter, I am forwarding your letter and attachments to our Scheduling and Advance Office for consideration.

I appreciate your bringing this to my attention.

With best personal regards,

Sincerely,

Alexis M. Herman

cc: Scheduling and Advance
bcc: Legislative Affairs

AMH:RGM

SONNY CALLAHAN
First District, Alabama

OFFICES:
2418 Rayburn Building
Washington, D.C. 20515
(202) 225-4931
Fax: (202) 225-0562

2970 Cottage Hill Road
Suite 126
Mobile, Alabama 36606
(334) 690-2811 or
1-800-288-USA1
Fax: (334) 473-4750

Congress of the United States
House of Representatives
Washington, DC 20515-0101

February 28, 1997

COMMITTEE ON
APPROPRIATIONS

Subcommittees:

CHAIRMAN
Foreign Operations,
Export Financing and
Related Programs

VICE CHAIRMAN
Military Construction

Transportation

ASSISTANT WHIP

Ms. Alexis Herman
The White House
West Wing
Washington, D.C. 20502

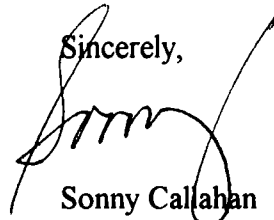
Dear Alexis:

Ms. Frances Taylor requested that I ask you to contact the President of Delchamps, Inc., to urge his favorable consideration of sponsoring a telethon to benefit the Lupus Foundation. She also asked that you request President Clinton to do the same. For your information, I am enclosing letters Mr. Taylor sent to me regarding her request.

Any consideration given to accommodate Ms. Taylor's request will be appreciated.

With kindest regards, I am

Sincerely,



Sonny Callahan
Member of Congress

SC:hv

Enclosures

1115 - Calhoun
Mable, Ala

Honorable Sonny, and Helen

How are you and family,

and Stiff. Hope you are

O.K. - Mr. Delchamps

ask me to read a letter
to Mr. Richard ^{of} Delchamps office

his store Pro. on TV sponsoring
a telephone - telethone - for

fund raiser I read there is a

copy. I am asking you to

read a letter on my behalf
please. on March 15 - I wish

you could come to Mable

to join my family as a

representative. At Bel Air small
church - 7 rooms, 7 kids 7 water.

SIU



AFFILIATED WITH THE SEAFARERS INTERNATIONAL UNION OF NORTH AMERICA • AFL-CIO

SEAFARERS INTERNATIONAL UNION
ATLANTIC • GULF • LAKES AND INLAND WATERS DISTRICT

1640 DAUPHIN ISLAND PARKWAY • MOBILE, ALABAMA 36605 • (334) 478-0918

MICHAEL SACCO
PRESIDENT
JOSEPH SACCO
EXECUTIVE VICE PRESIDENT
JOHN FAY
SECRETARY TREASURER
AUGUSTIN TELLEZ
VICE PRESIDENT
JACK CAFFEY
VICE PRESIDENT
DEAN CORGEY
VICE PRESIDENT
GEORGE McCARTNEY
VICE PRESIDENT
BYRON KELLEY
VICE PRESIDENT
ROY A. MERCER
VICE PRESIDENT
STEVE EDNEY
UNION NATIONAL DIRECTOR

January 23, 1997

Mr. Richard La Trace
President
Delchamps
Post Office Box 1668
Mobile, AL 36613

Dear Mr. La Trace,

I have had the pleasure and opportunity to know a lady who is seriously committed to helping others. Her name is Frances Taylor, a volunteer worker with several organizations in the Mobile Community.

Mrs. Taylor suffers from Lupus, a chronic, systemic, inflammatory disease of connective tissue. It is currently estimated that approximately one million Americans suffer from Lupus and there is no known cure.

Frances is the original founder of the Mobile Lupus Association Chapter, and also the 1984 recipient of the M.O.B. Award. As a victim of Lupus, she would like to see something done to help fight this disease. It has been suggested that she look for sponsors for a Telethon. I would like to ask for your help in any way possible with a Telethon.

I appreciate the attention you give to this matter. Please contact me at (334) 478-0916 or by fax at (334) 478-4658 for further information.

Sincerely,

David N. Carter

David M. Carter, Sr.
Port Agent

/a1



February 6, 1997

Mr. Richard La Trace
President
Delchamps
Post Office Box 1668
Mobile, AL 36613

Dear Mr. La Trace:

I, Frances Lewis Taylor, am founder of the Mobile Lupus Association, and a victim of Lupus. On request of Mr. Ollie Delchamps, I am contacting you concerning a possible telethon to benefit the Lupus Foundation.

There are approximately one million Americans who have Lupus, 70% of which are women. It appears between the ages of 15 and 30, and at this time has no known cure. It can vary from a mild to a life threatening disease, affecting joints, skin, kidney, heart, lungs and other internal organs.

I am the original founder of the Mobile Lupus Association Chapter, and am the 1984 recipient of the M.O.B. Award. I do volunteer work with several organizations in the Mobile community.

I am interested in gathering sponsors for a Lupus Telethon for the Mobile Area. We need a major fund raiser. Although we have an active Lupus Board, we do not have funds available to publicize the organization, and there are people in this area still dying of this disease without ever having known what they have. We need funding to increase public awareness in Mobile.

The recent Senior Bowl was an outstanding success, and what the players did for the children in the hospital was most commendable. Delchamps sponsorship of this event shows an admirable interest in the community, and it leads me to hope that I can get you committed to helping us in the Lupus Foundation get our project off the ground.

I would like to meet you at your earliest opportunity, and look forward to a chance to work with you.

Hoping to hear from you soon, I am


Frances Lewis Taylor



SPRINGDALE MALL

3250 AIRPORT BLVD., #B-30
MOBILE, AL 36606
TELEPHONE (334) 471-1945
FACSIMILE (334) 479-1374

January 31, 1997

Dear Non-Profit Organization,

We are pleased to announce that Springdale Mall will sponsor and host the first of two Non-Profit Organization Days for 1997 on March 15th, from 10am-4pm. Non-Profit Organization Day is a great way to reach thousands of members of our community. Free space and setup materials as well as advertising in the Mobile Register and on Springdale Mall's Reader Board will be provided. Many of you have joined us on previous occasions, but for some, this is a new opportunity to reach the public. We invite all of you to participate in this event. To accept this invitation, please send us, by fax or mail, a letter containing the following information:

Name of your Organization
Contact person and phone number
Purpose of your Organization
If you will be selling any item(s) and what they are.

The following items will be furnished by Springdale Mall:

1 six foot skirted table
2 chairs

Please let us know if you need additional materials to assist in your setup, i.e. outlet. George Brenner, our Marketing Director will handle advertising and promotion of the event. Each organization participating is required to be present during the event hours and is requested to arrive a few minutes before 10am to assure that setup goes smoothly. Please report to the Customer Service booth located in the East mall for your location assignment.

The deadline to sign up is March 10th. This is a first come, first served event. A limited number of spots will be available, so please sign up early. You may fax your letter of acceptance to (334)479-1374, or mail it to: 3250 Airport Blvd., Suite B-30, Mobile, AL 36606.

If you have any questions, please contact George Brenner or myself. We look forward to your participation in this event.

Sincerely,

Karin Armstrong
Karin Armstrong
General Growth Management, Inc.

April 6, 1997

Rev. Gabe Davis, II
7329 Winterleaf Court
Richmond, VA 23234

Dear Rev. Davis:

I am delighted to extend congratulations on your installation. Today is a significant day not only for you and your church family but all who have appreciated and respected your work through the years.

I regret I could not be there in person with you to share in this momentous occasion but please know that all of my thoughts and prayers are with you.

God bless all who have gathered on your special day.

Sincerely,

Alexis M. Herman
Counselor to the President



Peat Marwick LLP

Certified Public Accountants

Suite 1900
1021 East Cary Street
Richmond, VA 23219

Telefax (804) 788-0021

*Nettime
to Hester*

FACSIMILE COVER SHEET

Date: 4/22 Time: 1:43 No. of Pages (including cover sheet): 2

Please deliver the following pages to:

Name: ALEXIS HERMAN

Company/Department: _____

City: _____

Telephone No.: _____ Telefax No.: 202/456-2878

.....

From: JANICE CURTISCompany/Department: FOR. REV. GABE DAVIS

Telephone No.: _____ Floor: _____ LOB No.: _____

If not well received please contact my secretary at: 649-9091

The information contained in this facsimile message is privileged and confidential information intended for use of the addressee listed above. If you are neither the intended recipient nor the employee or agent responsible for delivering this message to the intended recipient, you are hereby notified that any disclosure, copying, distribution, or the taking of any action in reliance on the contents of the telecopied information is strictly prohibited. If you received the telecopy in error, please immediately notify us by telephone at the above number to arrange for the return of the original document to us.

Comments: _____

THE WHITE HOUSE
WASHINGTON
April 6, 1997

Rev. Gabe Davis
via Fax: 804/320 2880

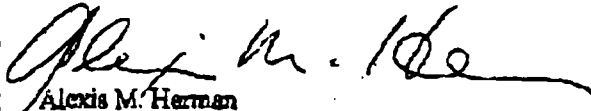
Dear Rev. Davis:

I am delighted to extend congratulations on your installation. Today is a significant day not only for you and your church family but all who have appreciated and respected your work through the years.

I regret I could not be there in person with you to share in this momentous occasion but please know that all of my thoughts and prayers are with you.

God bless all who have gathered on your special day.

Sincerely,


Alexis M. Herman
Counselor to the President

Rev. Gabe Davis, II
7329 Winterleaf Court
Richmond, VA 23234
804/743-8392

*retype
same date
but use
address*

April 14, 1997

Mary Fran Kirchner
Deputy Assistant Secretary
Export Promotion Services
U.S. and Foreign Commercial Service
Department of Commerce
Washington, D.C. 20230

Dear Mary Fran:

I had heard that Lauri Fitz-Pegado had taken a job in the private sector. I am glad to know that you are interested in her position as Assistant Secretary and Director General of the U.S. and Foreign Commercial Service. I will be glad to mention this to both Bob Nash and Secretary William Daley. You would make a good replacement.

In the event that I do not see them because of my situation, I will let them know by sending them a copy of this letter.

Sincerely,

Alexis M. Herman
Counselor to the President

cc: Hon. Bob Nash
cc: Hon. William Daley

AMH:RGM



Mary Francis



UNITED STATES DEPARTMENT OF COMMERCE
International Trade Administration
Washington, D C 20230

April 10, 1997

Alexis M. Herman
Secretary-Designate
Department of Labor

Dear Alexis:

Congratulations on being voted out of Committee today. As you may already know, my boss, Lauri J. Fitz-Pegado, Assistant Secretary and Director General of the U.S. and Foreign Commercial Service, is moving to the private sector at the end of the month.

I have sent a letter to the Secretary and Bob Nash indicating my interest in her position. I would appreciate it if you would have an opportunity to mention me to them.

Thanks so much!

Sincerely,

A handwritten signature in cursive script that reads "Mary Fran".

Mary Fran Kirchner
Deputy Assistant Secretary
Export Promotion Services
U.S. and Foreign Commercial Service





UNITED STATES DEPARTMENT OF COMMERCE
International Trade Administration
Washington, D.C. 20230

April 10, 1997

Bob J. Nash
Assistant to The President and
Director of Presidential Personnel
The White House
1600 Pennsylvania Ave., N.W.
Washington, D.C. 20502

Dear Bob:

I have sent the following letter to Secretary Daley indicating my interest in the position that my boss, Lauri J. Fitz-Pegado, Assistant Secretary and Director General of the U.S. and Foreign Commercial Service is vacating.

As you know, I am very interested in serving the President in the second term. Hopefully, in this capacity. Please let me know what additional information I can provide.

Sincerely,

Mary Fran Kirchner
Deputy Assistant Secretary
Export Promotion Services
U.S. and Foreign Commercial Service





UNITED STATES DEPARTMENT OF COMMERCE
International Trade Administration
Washington, D C 20230

April 10, 1997

The Honorable William M. Daley
Secretary of Commerce
Washington, DC 20230

Dear Secretary Daley:

As you assemble your International Trade Team, I would like to ask you to consider me for the position of Assistant Secretary and Director General of the U.S. and Foreign Commercial Service in the International Trade Administration.

During the President's first term, I have had the privilege of serving as Deputy Assistant Secretary for Export Promotion Services in the U.S. and Foreign Commercial Service. Before joining Commerce, I held senior positions with International Data Group, the world's largest information technology publishing and market research firm, and the Futures Industry Association. I also managed my own consulting firm and served on the House Commerce Committee staff and at the White House Office of Consumer Affairs. During my more than 3 years with the Commercial Service, I have:

- o managed across organizational lines to ensure that our 142 overseas, 96 domestic and headquarters offices provide seamless delivery of more than 15 export promotion programs to meet the diverse needs of the U.S. business community;
- o implemented the NPR initiative by eliminating two layers of management, privatizing several export programs and events, and reducing headquarters personnel 30% by encouraging employees to move to overseas or domestic field positions;
- o developed excellent working relationships with the career DAS for International Operations (with 71% of USFCS resources) and the commercial officers that manage our programs in 75 countries;
- o lead bi-partisan outreach efforts to the Hill highlighting the value of export promotion programs and the full range of services available from ITA;



- o assumed the additional responsibility of directing the Office of Information Systems and ensuring the reliable operation of our worldwide information technology network;
- o lead the ITA Trade Events Board since its inception, most recently directing implementation of and compliance with your new trade mission guidelines.

Among my colleagues, I am well respected for my dedication to improving our programs and my ability to problem-solve, negotiate, and reach consensus.

Mr. Secretary, I look forward to learning more about your priorities for ITA and discussing how I can help you achieve them. I believe we should explore the many opportunities that exist to leverage ITA programs with those of other Commerce agencies. I remain committed to advancing the Administration's agenda for trade promotion, utilization of technology, inclusion of women and minorities and bi-partisan cooperation. And on a personal note, you can count on my loyalty, honesty and positive attitude.

Please let me know what additional information you need. I'd be delighted to discuss this with you in more detail at your convenience. I can be reached at 482-6220 (office) and 362-8686 (home).

Sincerely,



Mary Fran Kirchner
Deputy Assistant Secretary
Export Promotion Services
U.S. and Foreign Commercial Service

MARY FRAN KIRCHNER

4101 Cathedral Avenue, N.W., Washington, DC 20016

(h) 202-362-8686 (w) 202-482-6220

SUMMARY: *Twenty years of successfully managing a wide variety of business development functions and international trade policy and promotion programs.*

U.S. DEPARTMENT OF COMMERCE INTERNATIONAL TRADE ADMINISTRATION

November 1993-Present

Deputy Assistant Secretary, U.S. & Foreign Commercial Service

- Direct U.S. export promotion programs provided by commercial officers in 96 domestic and 142 international offices including National Trade Data Bank market research, overseas missions, trade exhibitions and worldwide advertising.
- Develop trade promotion strategies in key industry sectors for penetrating emerging and established markets including Big Emerging Markets (BEMs), Showcase Europe, Export Mexico, Trade America and Destination ASEAN.
- Direct the Office of Information Systems, an integrated global network of 1,300 users.
- Manage a staff of 100 and a \$12 million budget.

INTERNATIONAL DATA GROUP/IDC-G

January 1989-November 1993

Account Director; Director of Marketing

- Established, staffed and directed new market development for a \$6 million IDG technology research and consulting unit.
- Created corporate vision, strategic alliances, visibility programs, media contacts, and marketing materials.
- Designed technology research services for government and the financial services industry worldwide.
- Exceeded performance goals with 134% of quota, selling more than double the new business average.

SPECIAL ASSIGNMENTS

September 1984-December 1988

Principal

Established an independent marketing, communications and fundraising consulting business. Clients included:

- | | |
|---------------------------------|--|
| • American Film Institute | Organized European Film Festival Gala and Premiere benefits. |
| • Democratic Victory Fund | Managed 26-city teleconference fund-raiser. |
| • Hands Across America | Directed Maryland staff and secured corporate support. |
| • Entertainment Tonight | Produced feature segments on regional political events. |
| • Henry J. Kaufman & Associates | Supervised public relations account for Air Travel Card. |

FUTURES INDUSTRY ASSOCIATION

August 1981-August 1984

Vice President - Public Relations

- Initiated and developed membership and external relations programs for international financial association.
- Advised Board of Directors, brokerages and exchanges on government relations and emerging technologies.
- Planned, managed, and secured funding for annual conference and exhibition.

U.S. HOUSE OF REPRESENTATIVES

March 1979-March 1981

Legislative Staff - Interstate and Foreign Commerce; Consumer Protection and Finance Subcommittee

- Proposed legislative initiatives on product liability, auto theft prevention and warranties.
- Managed all aspects of Congressional considerations including hearings, witness selection, issue papers, media relations, negotiations, committee reports and floor action.

WHITE HOUSE

August 1977-February 1979

Policy Analyst - Office of the Special Assistant for Consumer Affairs

- Analyzed legislation and agency programs for consumer impact; recommended positions to the Administration; evaluated international consumer protection policies for domestic implementation.
- Served as Assistant Director for Interagency Policy Group on the Export of Hazardous Products.

EDUCATION

Master of Business Administration (International), University of Maryland, College Park, MD
Bachelor of Science (Consumer Economics), Hood College, Frederick MD

1980
1977

April 17, 1997

Hon. Stuart E. Eizenstat
The Under Secretary for International Trade
Washington, D.C. 20230

Dear Stu:

Thank you for your letter recommending Forrest Chisman for either Assistant Secretary of Policy or Assistant Secretary for Educational Training at the Department of Labor. I appreciate your high regard for him. Your strong support means a lot.

Until I am confirmed, I am sending a copy of our correspondence to Bob Nash. I am sure Forrest Chisman will be given every consideration.

With best regards,

Sincerely,

Alexis M. Herman
Counselor to the President

cc: Hon. Bob Nash
AMH:RGM

THE WHITE HOUSE
WASHINGTON

April 25, 1997

To Whom It May Concern:

The White House Internship began on January 15th of this year and Supreeta Sampath was assigned to my office. During the past four and a half months, Supreeta has shown herself to be a dedicated worker and a person who is committed to excellence.

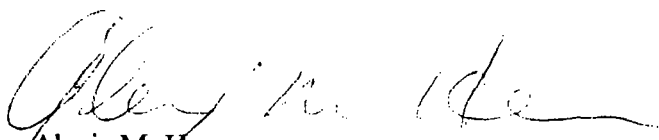
Supreeta's main responsibility included corresponding with the several constituencies which affect my office. In this role, she displayed her talent for writing and her attention to detail. I was particularly impressed by her ability to work long hours under pressure. Due to the President's announcement of my Secretary of Labor nomination, the volume of work in our office has increased tenfold. While some interns may have become overwhelmed by the demanding workload, Supreeta managed to stay calm, focused and pleasant. Like a true professional, she even came to work on weekends and holidays. It is this kind of dedication to her work which makes Supreeta a trustworthy, dependable and responsible intern.

Supreeta was also often in direct contact with CEOs of companies, Embassy personnel, and Congressional officials. Supreeta was poised and thorough in this role and learned quickly how to handle difficult inquiries. In fact, my assistant Ruby Moy, tells me that she often relied on Supreeta to "hold down the fort." It was in these situations, that Supreeta's leadership abilities became very apparent.

During our daily interactions, Ruby and I discovered Supreeta's commitment to work serving the public. I believe Supreeta's desire to grow professionally and her personal warmth, will serve her well in this endeavor. I am certain that her years following law school will prove to be successful.

I recommend Ms. Supreeta Sampath without reservation to your organization and hope that you will give her the opportunity to become an asset to your team.

Sincerely,



Alexis M. Herman
Counselor to the President
Secretary of Labor- Designate

April 28, 1997

Alan Murray, Washington Bureau Chief
The Wall Street Journal
1025 Connecticut Ave., NW./Suite 800
Washington, D.C. 20036

Dear Alan:

Thank you for your hospitality during the White House Correspondents' Association's dinner on Saturday, April 26. It was such a fun evening and I had an enjoyable time.

I appreciate your including me among your guests. I will be sending a personal note of thanks to Glenn Burkins.

With best wishes,

Sincerely,

Alexis M. Herman
Counselor to the President

April 28, 1997

Glenn H. Burkins, Labor Reporter
The Wall Street Journal
1025 Connecticut Ave., NW./Suite 800
Washington, D.C. 20036

Dear Glenn:

Thank you for your invitation to join you at the White House Correspondents' Association's dinner on Saturday, April 26. It was such a fun evening and I had an enjoyable time.

I look forward to talking with you on issues of mutual interest. It was good to get a chance to speak with you informally.

I have also taken the liberty of thanking Alan Murray.

With best wishes,

Sincerely,

Alexis M. Herman
Counselor to the President

THE WHITE HOUSE
WASHINGTON

February 27, 1997

Ms. Heidi Hartman
Inst. for Women's Policy Research
1400 20th Street, NW
Suite 104
Washington, DC 20036

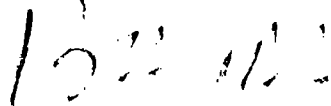
Dear Ms. Hartman:

Alexis Herman forwarded your letter of recommendation on behalf of Margaret C. Simms for a position at the Department of Labor. Our administration appreciates your help in identifying quality candidates.

You speak highly of Ms. Simms' qualifications and I have carefully noted your insights and support. I have forwarded your letter to my appropriate Associate Director, Peg Clark, and would like you to know that your comments will receive full consideration.

On behalf of President Clinton, we welcome your views and hope that we can count on your continued support.

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:lkd

cc: Alexis Herman
Peg Clark
Systems

THE WHITE HOUSE
WASHINGTON

February 27, 1997

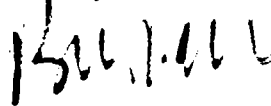
Mr. David W. Crosland
2008 1/2 R Street, NW
Washington, DC 20009

Dear Mr. Crosland:

Alexis Herman recently forwarded your letter regarding your interest in a position at the Department of Labor. I have forwarded your resume to my Associate Director, Peg Clark, whose portfolio includes the Labor Department. I have asked Ms. Clark to contact you if positions in your line of expertise become available.

The Administration and I appreciate your continuing support of President Clinton. If I can be of any further assistance to you, please do not hesitate to contact any member of my staff.

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:lkd

cc: Alexis Herman
Peg Clark
Systems

THE WHITE HOUSE
WASHINGTON

February 27, 1997

Mr. Morton Bahr, President
Communications Workers of Amer.
501 Third Street, NW
Washington, DC 20001-1139

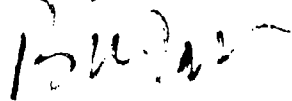
Dear Mr. Bahr:

Alexis Herman forwarded your letter of recommendation on behalf of Ida Castro for the position of Assistant Secretary at the Department of Labor. Our administration appreciates your help in identifying quality candidates.

You speak highly of Ms. Castro's qualifications and I have carefully noted your insights and support. I have forwarded your letter to my appropriate Associate Director, Peg Clark, and would like you to know that your comments will receive full consideration.

On behalf of President Clinton, we welcome your views and hope that we can count on your continued support.

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:lkd

cc: Alexis Herman
Peg Clark
Systems

THE WHITE HOUSE
WASHINGTON

February 27, 1997

Mr. Altha F. Manning
1222 Lucy Street
Tallahassee, FL 32308

Dear Mr. Manning:

Alexis Herman recently forwarded your letter regarding your interest in a position at the Department of Labor. I have forwarded your resume to my Associate Director, Peg Clark, whose portfolio includes the Labor Department. I have asked Ms. Clark to contact you if positions in your line of expertise become available.

The Administration and I appreciate your continuing support of President Clinton. If I can be of any further assistance to you, please do not hesitate to contact any member of my staff.

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:lkd

cc: Alexis Herman
Peg Clark
Systems

THE WHITE HOUSE
WASHINGTON

February 27, 1997

The Honorable Andrew Young
303 Peachtree Street, NE
Suite 4800
Atlanta, GA 30308

Dear Mr. Young:

Andy

Alexis Herman forwarded me your letter of recommendation on behalf of Darnell Presley. Our administration appreciates your help in identifying quality candidates.

You speak highly of Ms. Presley's qualifications and I have carefully noted your insights and support. I have forwarded your letter to the appropriate staff and would like you to know that your comments will receive full consideration.

On behalf of President Clinton, we welcome your views and hope that we can count on your continued support.

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:lkd

cc: Alexis Herman
Systems

THE WHITE HOUSE
WASHINGTON

April 22, 1997

Ian M. Bardsley
Chief Sampler Maker
Global Encasement, Inc.
3 Hanover Square, 15th floor
New York, NY 10004

Dear Mr. Bardsley:

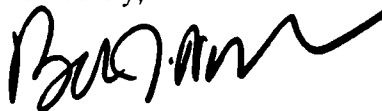
Alexis Herman forwarded to me your letter of recommendation on behalf of Thomas S. Keefe. Our administration appreciates your help in identifying quality candidates.

You speak highly of Mr. Keefe's qualifications and I have carefully noted your insights and support. I have forwarded your letter to the appropriate staff and would like you to know that your comments will receive full consideration.

On behalf of President Clinton, we welcome your views and hope that we can count on your continued support.

THANKS

Sincerely,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

BJN:vdp

cc: Alexis Herman ✓
Peg Clark
Systems

March 7, 1997

Mrs. Helene Bank
10501 Wellworth
Los Angeles, CA 90024

Dear Helene:

The huge basket tray of homemade pastries arrived and as I mentioned to you, consumed in one day. Just wanted to let you know how much every one at least on this floor enjoyed the goodies. Thank you so much for thinking about us.

As you requested, I was glad to forward (next door) the correspondence you enclosed to the First Lady.

Thank you, again, for your thoughtfulness.

Best to you, Jim and your family.

Sincerely,

Ruby G. Moy

*Ruby
Enjoy the sweets
and please forward
the envelope
Thanks Helene —*

THE WHITE HOUSE
WASHINGTON

November 25, 1996

John Melle
Director, Mexican affairs
Office of the United States Trade Representative
Winder Building
Washington, DC

Dear John,

Last Thursday, I facilitated a courtesy meeting with John Theler, Vice President and Corporate Controller for Rubbermaid Inc., concerning the issues associated with the ongoing trade dispute over cornbrooms.

I have attached materials given to me for your review and appropriate action. Please let me know if I can provide further information.

Sincerely,



Cheri Carter
Special Assistant to the President
Office of Public Liaison

cc: Alexis Herman
Assistant to the President and
Director of Public Liaison

Ruby, —

FYI. FOR FILE.

RE: Meeting we did w/
Bob Blair last week.

— Pete.

MEMORANDUM

TO: Cheri Carter
Peter O'Keefe

FROM: Robert A. Blair
Stephanie E. Silverman

**MANATT
PHELPS
PHILLIPS**

ATTORNEYS AT LAW

DATE: November 20, 1996 **FILE NO.:** 13633-031

SUBJECT: Follow-Up on Cornbroom Meeting

Many thanks for meeting with us this afternoon to review the issues associated with the ongoing trade dispute over cornbrooms, and to understand Rubbermaid's perspective as one of a large number of U.S. broom/cleaning supply companies which is strongly opposed to any new tariffs on cornbroom imports.

Now that you are familiar with some of the core issues, and with the important nuances of this dispute -- that is, the fact that the U.S. industry is itself quite divided on this matter, and in this light, new tariffs would not necessarily help the U.S. industry as a whole -- we are hopeful that you would agree to contact the two offices most centrally involved in the 90-day deliberations process (the National Economic Council and the U.S. Trade Representative) to reinforce some key points. More specifically, we hope you will raise with them:

- o the fact that a major, Fortune 300 company in the broom industry (which both manufactures and imports brooms) has made a strong case for how divided the U.S. industry is on the issue of cornbroom tariffs, and how this dispute is as much if not more one between factions of the U.S. broom and cleaning supply industry as it is between the U.S. and Mexico.
- o the fact that the U.S. broom manufacturers which are seeking additional tariffs are, according to even USTR, already extremely and uniquely well-protected under NAFTA, with high continuing tariffs (currently 22.4% on most broom imports) for an extraordinarily long 12-year phaseout period.
- o the fact that there are real concerns about who would benefit from higher new tariffs, since (a) nearly half of the U.S. industry opposes them, (b) the ITC itself has concluded that U.S. consumers would also suffer -- indeed, prices would rise far more (three to eight times more) than the dollar value of the tariffs to petitioners would be, and (c) other U.S. industries may also be threatened, since Mexico is, under the NAFTA, entitled to impose "compensatory tariffs" on imports of targeted U.S. products. [We have heard that the list of targeted U.S. products for "compensation" includes beer, wine, bourbon whiskey, paper goods/notebooks, and wooden furniture.]

MANATT, PHELPS & PHILLIPS, LLP

1501 M Street N.W., Suite 700 Washington, D.C. 20005 -1702 • 202-463-4300 • FAX 202-463-4394

Los Angeles • Washington, D.C. • Nashville

Cheri Carter
Peter O'Keefe
November 20, 1996
Page 2

- o the fact that realistic and appropriate alternatives, such as industry assistance, are available which can assist the petitioners in ways that they have defined as being most important, without raising tariffs, hurting parts of the U.S. industry (manufacturers as well as importers) and perhaps inciting a broader and unwanted trade dispute with Mexico.

Again, we appreciate the time you were able to take with us. If you have questions on this issue or need further information, don't hesitate to contact us. We will keep you carefully apprised of our progress and the state-of-play on this issue more generally.

Q: What alternative is there to raising tariffs on cornbrooms that can address the issues raised by the petitioners in the cornbrooms case?

A: In the course of hearings before the International Trade Commission, when asked what they sought to do with funds derived from new tariff protection, the petitioners indicated they would make specific investments in prospective technology and laboratory research that they viewed as potentially beneficial. The total cost for those investments, by the calculations of the petitioners, is between \$2-3 million (as compared with the \$10 million per year in new tariffs that were requested).

An alternative to tariffs -- and one which more closely matches the needs of the petitioners, as they describe them -- would be to help this subset of the U.S. broom industry get financial assistance adequate to make the investments they describe. Among other things, the NAFTA Development Bank would be an appropriate and excellent resource for low-cost financing. Another options might be to access funding through one of the many such programs of the U.S. Department of Agriculture.

MACK McLARTY

WASHINGTON, D.C.

December 6, 1996

The Honorable Andrew Young
250 Williams Street
Suite 6000
Atlanta, GA 30303

Dear Andy:

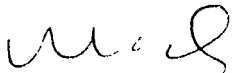
Donna and I were so pleased that you and Carolyn could join us for the Billy Payne dinner at Blair House. It was a special evening for a number of special people and, of course, the warm and spontaneous response you received when I acknowledged you reflected the genuine affection and respect people have for you.

You and Carolyn looked wonderful, an indication that all is well in this new stage of your life. I mused after our conversation that Carolyn must have been double promoted somewhere along the line. If it weren't for your high degree of credibility and trustworthiness, I don't think anyone would believe you when you tell them Carolyn has taught in the Atlanta public schools for 30 years.

Congratulations on your wonderful book, *An Easy Burden*, and your successful book tour. You did a superb job in conveying to the public the important and inspiring message of your book, and we appreciate your help and support of our election efforts along the way. You were thoughtful to bring Donna and me a personally inscribed copy.

Andy, suffice it to say, I have genuinely admired you for years, and thus it has been a real privilege and joy to get to know you and work with you. I look forward to our continued friendship, and Donna and I send our very best season's greetings to you and Carolyn.

In grace and peace,



bcc: Alexis ✓

Donna

THE WHITE HOUSE
WASHINGTON

April 22, 1997

Mr. Robert L. Johnson
Chief Executive Officer
BET Holdings
One BET Place
1900 W Place, NE
Washington, DC 20018

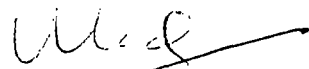
Dear Bob:

Read with interest the very positive and well-deserved article about you in the April 21 edition of *USA TODAY*. Please know I am proud of and for you, and the comment about your not understanding the word failure is an absolutely correct one. The fact that you used the first money you earned from BET to buy a house for your parents speaks volumes about your character and values.

In addition to a fine article, you look so distinguished in the accompanying photograph.

Donna and I send our best to you and Sheila and hope we have the occasion to be together soon.

Personally,



Mack McLarty

bcc: Alexis

Herman



Done

Name	Date
<i>Sally Ruyton</i>	<i>2/26/88</i>

Counsel

THE WHITE HOUSE
WASHINGTON

November 14, 1996

Dorothy I. Height
President & CEO
National Council of Negro Women, Inc.
633 Pennsylvania Avenue, NW
Washington, DC 20004

Dear Ms. Height:

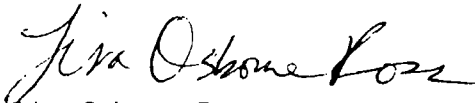
Congratulations on the opening of the National Centers for African American Women and the Dorothy I. Height Leadership Institute. Thank you for inviting me to the exciting Opening Ceremony of your new headquarters located on historic Pennsylvania Avenue. I enjoyed the event and the many women I met.

This gives me a long overdue opportunity to introduce myself, and the White House Office for Women's Initiatives and Outreach. The office serves as a liaison between women nationwide and the White House, ensuring that all women's concerns are addressed at all levels of government.

As a subsidiary of the Office for Public Liaison, we report to its Director, Alexis Herman. Alexis and I have talked, and identified outreach to women of color as a priority. As a leading advocate for African American women and their families, you and your organization play a key role in our ability to empower ourselves. I would welcome the opportunity to meet with you, or a designated representative, so that we can pool our resources to ensure African American women can have a stronger voice in this Administration.

The Women's Office has several resources on the President's accomplishments for women and families. Enclosed are some materials that I think you will find interesting and useful. Please feel free to contact me at 202-456-7300.

Sincerely,



Lisa Osborne Ross
Deputy Director
Office for Women's Initiatives and Outreach

cc: Alexis Herman

Name	Date
<i>Sally Paxton</i>	<i>2/24/98</i>

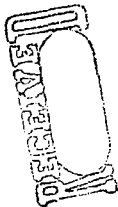
Counsel

Dear Alexis —

Thank you for having
arranged a moment of
such privilege for us.
there was no greater honor
than accompanying the
President to Jerusalem
at this time of great
sadness for Israel. The
President was great,
so are you. Love
— Kathy Sloane

flowers by

dove



Alexis Herman
Office of External
Affairs
The White House

THANK you —
Abdurahman al-Azawi
AMERICAN MUSLIM
COUNCIL
1712 New York Ave
Suite 2100 —



— 456 7930

Friendship Flower Shop

3236 WISCONSIN AVE., N. W.
WASHINGTON, D. C. 20016
966-4405



to: ALEXIS M. HERMAN
The White House
Director Office of Public

CARD ENCLOSED

THE WHITE HOUSE
WASHINGTON

November 18, 1996

*AMH
(Noach) He's calling
you*

MEMORANDUM TO EVELYN LIEBERMAN, ASSISTANT TO THE PRESIDENT
AND DEPUTY CHIEF OF STAFF

MARCIA HALE, ASSISTANT TO THE PRESIDENT AND
DIRECTOR FOR INTERGOVERNMENTAL AFFAIRS

FROM: JAY K. FOOTLIK *Jef*
RE: COUNCILMAN NOACH DEAR

I wanted to pass along some information to you regarding the activities of New York Councilman Noach Dear. I have received numerous calls from members of the Jewish community inquiring as to Noach's official role in the Administration. Please see the enclosed article that details his recent statement via Israel Radio on behalf of the President to the people of Israel.

CC: Sandy Berger
Alexis Herman ✓
Harold Ickes
Richard LeBaron
Lee Satterfield
Doug Sosnik

NOV 20

ISRAEL

To *Jon Footlik*

Dept/Agency

From

Phone #

Fax #

456-6218

Fax #

NSN 7540-01-317-7368

5096-101

GENERAL SERVICES ADMINISTRATION

"I won't pressure Netanyahu. I will follow the same path I followed prior to my re-election" — Clinton

The overall satisfaction in Israel with the re-election of U.S. President Bill Clinton was enhanced Thursday by the first hand news that he does not intend applying pressure to get a peace agreement. Before the presidential elections many observers believed he would feel free to use his new political and economic clout to bring Israel and her Palestinian and Arab neighbors back into line.

After Clinton's victory Prime Minister Binyamin Netanyahu was the first to say there would be no pressure. And the president himself, talking at a victory reception in Washington to a New York city councilman, Noah Dear, said much the same.

Dear told *Israel Radio* this Thursday morning that Clinton asked him to deliver a message to the Israeli people: "He said, 'I'm going to follow the same path I followed prior to my re-election.'" He was not, he told Dear, going to put any pressure on Netanyahu.

Two weeks ago he had told the Jewish politician, who was working to have him re-elected: "I'm not going to make the same mistake that George Bush and James Baker made by putting pressure on Yitzhak Shamir. I'm not going to do the same. I am going to allow the parties to work out their issues together."

"And he repeated tonight when I asked him: 'There is a concern now, that after the election, things are going to turn; there were reports that you were

going to put pressure on Netanyahu.' He said 'that's not true.' He's going to follow the same path that he followed prior to the elections," Dear told the *Israeli Radio* listeners, explaining that Clinton knew his comment would be broadcast.

● **HEBRON, CAIRO, AMMAN:** Israel's chief negotiator with the Palestinians said on Thursday he thought their concerns about the continuation of the peace process were valid.

"They have concerns, and I say they are real concerns... regarding the continuation of the peace process, the redeployment not only in Hebron, continuation of the redeployment," Dan Shomron told *Israel Radio*.

"There are parts of the [Oslo Two] agreement some of which were to have been implemented by this past September 7," Shomron said, referring to an IDF withdrawal from West Bank rural areas.

The former IDF chief of staff did not elaborate on why he thought the Palestinian concerns valid.

Shomron is heading the Israeli side to talks on implementing an IDF redeployment in Hebron, which under the Oslo Two deal should have occurred in March.

Shomron said talks on Hebron were snagged mainly because the Palestinian Authority (PA) was trying to put assurances that the further redeployments would be carried out into the Hebron protocol.

"The issue of Hebron in the eyes of the Palestinians is not an issue on its own. They see the entire process and want, via the

New York city councilman Noah Dear to Israel Radio:
Clinton asked me to relay this message to the Israeli people:
"I'm going to follow the same path I followed prior to my re-election. I'm not going to make the same mistake that Bush and Baker made by putting pressure on Shamir. I am going to allow the parties to work out their issues together"

Thursday 7 November '96

2

001/00

NSC ---

MIDEAST MEDIA
MIDEAST MIRROR

01 301 261 2066

11/07/96 10:09
07/11 96 THU 15:18 FAX



WISCONSIN LEGISLATURE

P.O. Box 7882 • Madison, WI 53707-7882

Post-It™ brand fax transmittal memo 7671		# of pages >
To Alexis Herman	From Senator George	
Co. The White House	Co. State of WI	
Dept. Public Liason	Phone # (608) 246-2500	
Fax # (202) 456-6218	Fax # (608) 246-7381	

February 6, 1997

The Honorable James M. Jeffords, Chairman
Committee on Labor and Human Resources
SD-428 Dirksen Senate Office Building
Washington D.C. 20510-6300

Dear Senator Jeffords:

We are writing to express our strong support of Alexis Herman for Senate confirmation as United States Secretary of Labor. Many of our constituents in Milwaukee and legislative colleagues around the Nation believe the President has made an excellent decision in choosing her for this position. Ms. Herman's experience and dedication would make her a great asset to the Labor Department and to the Nation.

Please support her confirmation and forward it to the full Senate as soon as possible.

Sincerely,

Gary R. George
GARY R. GEORGE
State Senator

Gwendolynne Moore
GWENDOLYNNE MOORE
State Senator

Johnnie Morris-Tatum
JOHNNIE MORRIS-TATUM
State Representative

Antonio Riley
ANTONIO RILEY
State Representative

Leon Young
LEON YOUNG
State Representative



Jesse M. Norwood
Mayor

THE CITY OF PRICHARD

OFFICE OF THE MAYOR
February 5, 1997

District 1 - **Marvin Leachman**
District 2 - **Clifford Bryant**
District 3 - **Wayne Lafitte**
District 4 - **Ulysses Reed**
District 5 - **James O. Pogue**
Council Members

Greg Harris
City Attorney

The Honorable Herbert L. "Sonny" Callahan
Congress of the United States
House of Representatives
Alabama First Congressional District
1330 Longworth Building
Washington, D.C. 2051-0101

Dear Congressman Callahan:

Your untiring efforts and support of Ms. Alexis Herman's pending appointment is widely known, and we here in Prichard, Alabama commend you.

Please call on us to do whatever we can in making this nomination become a reality.

On behalf of the City of Prichard, Alabama and all elected officials, we appreciate your efforts.

Sincerely,



Jesse M. Norwood
Mayor

JMN/lj

cc: Alexis Herman
Prichard City Council
Mick Staton



Jesse M. Norwood
Mayor

THE CITY OF PRICHARD

OFFICE OF THE MAYOR
February 5, 1997

District 1 - **Marvin Leachman**
District 2 - **Clifford Bryant**
District 3 - **Wayne Lafitte**
District 4 - **Ulysses Reed**
District 5 - **James O. Pogue**
Council Members

Greg Harris
City Attorney

Ms. Alexis Herman
1120 Vermont Avenue, N.W.
Washington, D.C. 20270-0001

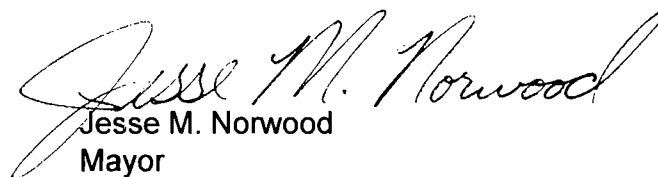
Dear Ms. Herman,

We are proud of you in your quest to be the next Secretary of Labor. It is our desire to help you in this confirmation process by any means possible.

Please know that we in Prichard, Alabama are behind you one-hundred percent and are prepared to help as you direct us.

On behalf of the citizens and elected officials, we offer you our wholehearted support and wish you well.

Sincerely,


Jesse M. Norwood
Mayor

JMN/ij

cc: U.S. President William J. Clinton
Congressman Sonny Callahan
Prichard City Council
Mick Staton

THE WHITE HOUSE
WASHINGTON

December 26, 1996

Laramie McNamara
Hotel Schonegg
CH - 3920 Zermatt
Switzerland

Dear Laramie:

Thank you for the kind note you recently sent me. Your kind words made the President's announcement of my Secretary of Labor nomination even more memorable.

Also, thanks for your offer to arrange a meeting with various business executives. I am grateful for your support, and will call you regarding this idea.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexis M. Herman'.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

R.T.S.

ALEXIS M.

HERMAN

THE WHITE HOUSE
WASHINGTON

AIR MAIL

WASH. D.C. GME/DCR#1 01/02/97 17



Airmail

Unbekant
Inconn
Sconos

Laramie McNamara
~~Hotel Schönegg~~
~~CH-3920 Zermatt~~
Switzerland

not here

00128918000 00



THE WHITE HOUSE
WASHINGTON

January 10, 1997

Michael P. Andrews
Director
Salomon Brothers
The Willard Office Building
1455 Pennsylvania Ave, NW
Suite 500
Washington, DC 20004

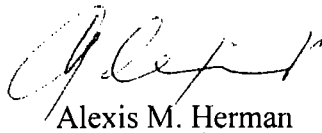
Dear Michael:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

I am grateful for your support and all of your help in the past.

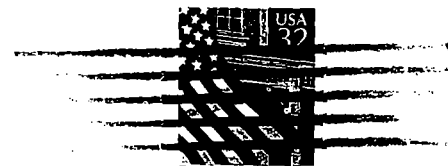
With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read 'Alexis M. Herman', written in a cursive style.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

THE WHITE HOUSE
WASHINGTON



Michael P. Andrews
The Willard Office Building,
1455 Pennsylvania Ave., NW, Suite
500
Washington, D.C. 20004

- ☐ MOVED LEFT NO ADDRESS
- ☐ FORWARDING ORDER EXPIRED
- ☐ NO SUCH NUMBER
- ☒ ATTEMPT NOT KNOWN

401 T.R.

MOVED
NOT
FORWARDABLE



MOVED
NOT
FORWARDABLE



THE WHITE HOUSE
WASHINGTON

January 2, 1997

Kathryn L. Harris
Nutrition & Wellness Training
1801 16th Street, NW./Suite 409
Washington, DC 20009

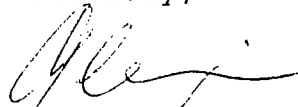
Dear Kathryn:

Thank you for your kind words about my nomination to be Secretary of Labor.

Your "energy" care package was well received and has provided the nourishment as I prepare for the confirmation hearings. You are so thoughtful to think of me.

With best wishes for the New Year,

Sincerely,



Alexis M. Herman
Assistant to the President and
Director of Public Liaison

AMH:RGM

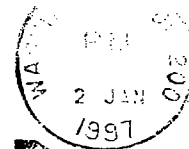
R.T.S

Retype
envelope
w/ new
address

ALEXIS M. HERMAN

W. W.

THE WHITE HOUSE
WASHINGTON



Kathryn L. Harris
Nutrition & Wellness Training
1801 16th Street, NW./Suite 409
Washington, D.C

HARR01* 200093005 1695 01/07/97
FORWARD TIME EXP RTN TO SEND
HARRIS KATHRYN L
3719 12TH ST NE APT 203
WASHINGTON DC 20017-2535

RETURN TO SENDER

2555973363

THE WHITE HOUSE
WASHINGTON

January 8, 1997

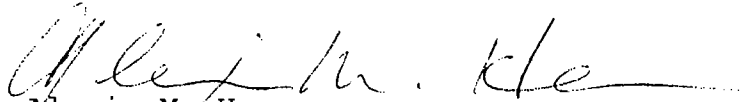
Mansel Long, Jr., Legis. Dir.
Office of Senator Howell Heflin
United States Senate
Washington, D.C. 20510

Dear Mr. Long:

Thank you for your letter enclosing a copy of Senator Heflin's speech on civil rights which he delivered on the Floor of the Senate.

I appreciate your sending me a copy and have taken the liberty of sharing it with members of my staff.

Sincerely,

A handwritten signature in dark ink, appearing to read "Alexis M. Herman", with a long horizontal flourish extending to the right.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

AMH:RGM

THE WHITE HOUSE
WASHINGTON

Mansel Long, Jr., Legis. Dir.
Office of Senator Howell Heflin
United States Senate
Washington, DC 20510

RETURN TO SENDER
NOT U. S. SENATE
REMOVE FROM MAILING LIST

THE WHITE HOUSE

WASHINGTON

January 27, 1997

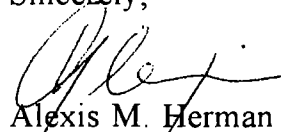
Patrick C. Cooper
1901 6th Ave, N
2400 AMSouth/Harbert Plaza
Birmingham, AL 35203-2602

Dear Patrick:

Thank you for the kind letter you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

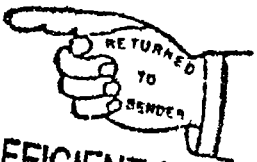
I am grateful for your support.

Sincerely,

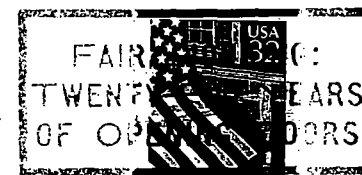
A handwritten signature in dark ink, appearing to read 'Alexis M. Herman', is written over the printed name.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

THE WHITE HOUSE
WASHINGTON


INSUFFICIENT ADDRESS

Patrick C. Cooper
1901 6th Avenue, N
Birmingham, AL 35203-2602



Handwritten signature

THE WHITE HOUSE

WASHINGTON

January 27, 1997

Bishop William P. Deveaux
1244 Jerrard St., NE
Washington, DC 20017

Dear William:

Thank you for the kind message you recently sent me. Your thoughtful words made the President's announcement of my Secretary of Labor nomination even more memorable.

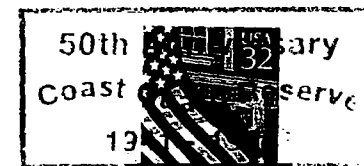
I am grateful for your support.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex M. Herman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

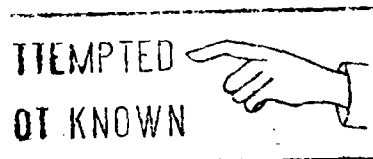
THE WHITE HOUSE
WASHINGTON



Bishop William P. Beveaux
1244 Jerrad Street, NE
Washington, D.C. 20017

~~Card~~

Ant 572



[illegible]

BRENDA SWYGERT

April 9, 1997

Ruby --

Thanks so much for helping
our office out. I am really
going to miss you.

BRENDA

*Done request
for just
auto graphs*

CHARLES B. RANGEL

15TH CONGRESSIONAL DISTRICT
NEW YORK

DEPUTY WHIP

COMMITTEE:

WAYS AND MEANS

RANKING MEMBER

SUBCOMMITTEE ON TRADE

JOINT COMMITTEE ON TAXATION

Congress of the United States
House of Representatives
Washington, DC 20515-3215

April 9, 1997

☐ 2354 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-3215
TELEPHONE: (202) 225-4365

DISTRICT OFFICES:

MS. VIVIAN E. JONES
DISTRICT ADMINISTRATOR

☐ 163 WEST 125TH STREET
NEW YORK, NY 10027
TELEPHONE: (212) 663-3900

☐ 2110 FIRST AVENUE
NEW YORK, NY 10029
TELEPHONE: (212) 348-9630

PLEASE RESPOND TO
OFFICE CHECKED

Honorable William Jefferson Clinton
The White House
Washington, D.C. 20500

Dear Mr. President:

I am enclosing three photographs taken recently at the White House dinner honoring the President of the Republic of Chile and Mrs. Grei which I attended with my daughter Alicia. I would greatly appreciate it if you would autograph the photos for Alicia. She and I would be eternally grateful.

Sincerely,


CHARLES B. RANGEL
Member of Congress

Enclosures
CBR/bs

(7)

THE MAKING OF A CHAMPION YOUTH PROGRAM

A NON-PROFIT ORGANIZATION

1175 NE 125 Street, Suite 217, North Miami, Florida 33161, (305) 981-9966

April 22, 1997

Mrs. Alexis M. Herman
Labor Secretary
Washington, DC

Dear Mrs. Herman:

My name is Charles Jackson, a former N.F.L. player for the Washington Redskins, and founder of a youth program that's located in Miami, Florida, inner city area, that works with inner city fatherless boys, to prevent them from turning to a life of crime.

We are currently raising funds for the program, so that we can continue to help these children (boys), to stay on the right track in life. If in any way your company can help us out, with a financial donation, we would be grateful. All donations are tax deductible according to the law.

You may call the Florida Department of Agriculture and Consumer Services at 1-904-488-2221 or the Internal Revenue Service at 1-404-331-0185 with any questions about our program, our tax write off number is 065-0577966.

Marshall Faulk of the Indianapolis Colts has had the opportunity to meet some of the children in the program, and has donated money in the past. Please join Marshall, and support The Making of a Champion Youth Program.

I would greatly appreciate your help. Please feel free to contact me at (305)981-9966.

Sincerely,



Charles Jackson
Founder

✓
Call & pay
① Don't not confirmed
② DOL does not have
funding of this type.

"The Greatest Leaders Are Yet To Come"

NEIGHBORS

The Miami Herald

5 NORTH CENTRAL

■ FATHER FIGURE

Former Redskin tackles problem of delinquency in projects, 3.

THURSDAY
JUNE 10, 1993

'HE WANTS US TO MAKE IT'

Ex-Redskin is tackling delinquency in projects

Every weekday spent with boys who lack dads

By YVETTE OUSLEY
Herald Staff Writer

Six weeks ago, Antonio McFadden says he was staying out late, stealing chips from the local store and starting trouble.

Nowadays, the 11-year-old studies daily, goes to Bible study class, and takes karate lessons. He hangs out at the gym or his coach's house and is home by nightfall.

"I want to make something out of my life," he says. "I don't steal chips anymore, and I've stopped being rude."

Antonio is among 20 boys from the Scott and Carver public housing projects who have improved their behavior, grades and attitudes with help from ex pro-football player Charles Jackson, who played for the Washington Redskins.

Jackson, 31, runs a youth program for boys — Charles Jackson's



GABTON DeCARMENAS / Miami Herald

FATHER FIGURE: Former pro football player Charles Jackson now runs a youth program for preadolescent boys.

need someone to guide them — a do anything, but not any more,"

Charles Jackson's the Making of a Champion Youth Group. It's specifically aimed at boys who don't have father figures in their lives. The group, founded in 1990, is designed to keep the youngsters on the right track.

Four days a week, Jackson picks up the boys, ages 5 to 13, and transports them to karate lessons. Afterward, he counsels them, takes them to Bible study, or to his house where they work out and prepare for Little League football. Occasionally, they attend Dolphins games or take trips to plays — mostly at Jackson's expense.

"They're smart kids. They just

need a father figure," says Jackson, now a juvenile counselor for HRS who grew up in the Carver projects. "I'm that father figure."

"My approach is to get them in elementary school and fix their problems, nip it in the bud between the ages of 9 and 11," he said.

"I want to make it in life. And he helps me stay out of trouble," said Reshawd Pond, 8. "I've started listening to my parents."

And their parents have noticed the difference.

"Before Charles started working with them they had problems in school, and at home they'd get an attitude whenever I asked them to

says Barbara Summerall, mother of two boys in the youth group.

Jackson founded the youth group in 1990 after his wife and 8-month-old son died in a car crash. When he lost his family, he says he also lost his desire to play football.

"The Lord just laid this calling on my life," he says. "He gave me this burning desire to work with these kids."

Almost all of the boys now say they want to go to college and pursue careers.

"He came into our lives and made us do the right thing," Reginald Atkins, 8. "He's a nice, caring man. He wants us to make it."

7
1A
⊕
**WESTERN
UNION | TELEGRAM**

VW

EASYLINK 4831571L001 19MAR97 06:35/06:41 EST

FROM: 62527980

WESTERN UNION CSC-ATC TELESAL (CRN: 9707809991816073)

TO: 62831078

FILING INFORMATION: 031997 0546A EST MSGCN: 9707809991816073 DLR
ORIGIN CITY AND STATE: SAINT LOUIS MO

IPM

MISS HERMAN
WHITE HOUSE
WASHINGTON DC

*Amitt
doesn't
know*

HERMAN:
GET YOUR
PRIORITIES
STRAIGHT
(HA HA)

CAROLE MARKS

⊕
**WESTERN
UNION | TELEGRAM**

MMMM

PHOTOCOPY
PRESERVATION



ORGANIZATION OF CHINESE AMERICAN WOMEN, INC.

4641 MONTGOMERY AVENUE, SUITE 208
BETHESDA, MARYLAND, 20814

美
華
婦
女
會

March 7, 1997

Dear Mrs. Matsui:

This year, the Organization of Chinese American Women (OCAW), one of America's oldest Asian American women's groups, will celebrate its twentieth anniversary. Our theme for this period will be "20 Years of Leadership and Service to the Community." On Saturday, April 26, 1997, we will have a conference from 8 a.m. to 5 p.m. at the U.S. House of Representatives in Washington, D.C., and an evening gala to honor some outstanding individuals including the Honorable Julia Chang Bloch, former Ambassador to Nepal, and to have our annual Mothers' Day Banquet. As the newly elected National President, it is my special pleasure to invite you to join us for the conference and banquet.

Pursuant to my earlier request to your office, I am asking for the opportunity to have a White House Tour and Briefing for some of our attendees on Friday, April 25, 1997. An afternoon briefing is desired at 2 or 3 p.m. to approximately 5 p.m. on subjects ranging from education and career advancement, small business and international opportunities for women, women's health and family issues, civil rights and MFN. A White House Tour prior to this briefing would be most appreciated. Because we expect out-of-town participants, a prompt response would be appreciated to allow our attendees adequate time for travel arrangements. For Friday, April 25, 1997, we anticipate a group of no more than 50 persons. We hope you will participate in the briefings. In addition, would it be possible to have Mrs. Clinton or Mrs. Gore to join us on this occasion for a few remarks at the briefing? A Presidential message from the President and Mrs. Clinton for publication in our brochure would also be welcomed.

In view of our time constraints to alert our out-of-town members about a White House event as well as the publication deadline, an early telephone or fax response would certainly be helpful.

Thank you for your consideration in this matter. Please contact or fax me at 703: 451-8188, or at our Bethesda office.

Sincerely,

Jeanie F. Jew
National President

The Honorable Doris O. Matsui
Deputy Assistant to the President
The White House
Washington, D.C. 20500

WHITE HOUSE STAFFING MEMORANDUM

DATE: 4/19 ACTION/CONCURRENCE/COMMENT DUE BY: 4/21 11:00amSUBJECT: GI Bill Options

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	☒	☐	McCURRY	☐	☒
BOWLES	☒	☐	McGINTY	☐	☐
McLARTY	☐	☐	NASH	☐	☐
PODESTA	☒	☐	RUFF	☒	☐
MATHEWS	☒	☐	SMITH	☒	☐
RAINES	☒	☐	REED	☒	☐
BAER	☐	☐	SOSNIK	☒	☐
ECHAVESTE	☒	☐	LEWIS	☐	☐
EMANUEL	☒	☐	YELLEN	☐	☐
GIBBONS	☐	☐	STREETT	☐	☐
HALE	☐	☐	SPERTING	☐	☐
HERMAN	☒	☐	HAWLEY	☐	☐
HIGGINS	☒	☐	VERVEER	☐	☐
HILLEY	☒	☐	RADD	☒	☐
KLAIN	☐	☐		☐	☐
BERGER	☐	☐		☐	☐
LINDSEY	☐	☐		☐	☐

REMARKS:

Please advise

RESPONSE:

THE WHITE HOUSE
WASHINGTON

April 19, 1997

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MEMORANDUM FOR THE PRESIDENT

FROM: GENE SPERLING

SUBJECT: FUTURE DIRECTION OF YOUR G.I. BILL FOR AMERICA'S
WORKERS

This memorandum presents options for a decision on the content and structure of the second-term G.I. Bill for America's Workers initiative. The memo contains two parts. The first section provides the relevant background. The second section presents options and recommendations.

I. BACKGROUND

THE INITIAL FY 1996 PROPOSAL. In December 1994, you proposed a Middle Class Bill of Rights to empower working Americans to pursue a lifetime of learning through education and training tax deductions, tax credits for families with children, and expanded IRAs. The fourth point of your Middle Class Bill of Rights was the G.I. Bill for America's Workers. In your 1995 State of the Union message, you articulated your vision:

"The New Covenant approach to governing is as different from the old bureaucratic way as the computer is from the manual typewriter The old way dispensed services through large, topdown, inflexible bureaucracies. The New Covenant way should shift these resources and decision-making from bureaucrats to citizens, injecting choice and competition and individual responsibility into national policy We should pass a G.I. Bill for America's workers. We propose to collapse nearly 70 federal programs, and not give the money to the States, but give the money directly to the American people; offer vouchers to them so that they can get a voucher worth \$2,600 a year for up to two years to go to their local community college or wherever else they want to get the skills they need to improve their lives. Let's empower people in this way. Move it from government directly to the workers of America."

The actual proposal, as outlined in your FY 1996 Budget, was far more complex. It included significant consolidation, but the workforce development system, while rationalized, retained five discrete parts (see consolidation schematic at Tab A). The budget request for FY 1996, including all elements of the GI Bill was \$14.3 billion (see FY 1996 budget chart at Tab

B).

(1) Adult Workforce System: This component envisioned a Skill grant for non-degree adult training administered by the Labor Department and Pell grants for degree programs administered by the Education Department.

(a) **Skill grants.** The FY 1996 budget requested \$3.6 billion for the Labor Department to implement skill grants of up to \$2,620 for “technical education” for dislocated workers and low-income adults. The skill grant for non-degree training included most adult JTPA programs and added non-degree training funded (then and now) by Pell grants into one program, managed by the Department of Labor. The \$3.6 billion budget request included a \$2.1 billion transfer of Pell grant funds for non-degree skill training from the Education Department to the Labor Department. The FY 1996 budget request was sufficient to serve **all** dislocated workers whom we expected to want training, and **some** of the economically disadvantaged adults who needed and wanted training. As a result under the initial proposal, State and local grantees were required to ration Skill grant resources for disadvantaged workers.

(b) **Pell grants.** The FY 1996 budget requested \$4.5 billion for the Education Department budget, to operate Pell grants of up to \$2,620 to defray the costs of associate’s and bachelor’s degree courses. As mentioned above, the proposal assumed that Pell grants would no longer be used for non-degree training and transferred the \$2.1 billion referred to above to the Labor Department.

(2) One Stop: A grant to States for adult services other than training. The FY 1996 budget requested \$2.7 billion for the Department of Labor budget to support a State and local private sector-led workforce development system of job placement and training-related services (counseling, skills assessment, etc.) provided through one-stop career centers. The proposal also envisioned a limited fund administered nationally for activities such as grants for multi-State mass layoffs and natural disasters, and research.

(3),(4) Two State grants for youth. The FY 1996 budget requested \$2.9 billion for the two state grants for youth. One grant was designed to support vocational education for in-school youth through the Education Department; a second grant for at-risk and out-of-school youth was designed to offer second chance training and work experience through the Labor Department. The FY 1996 proposal called for all activities to be structured within the School-to-Work framework.

(5) A State grant for adult and family literacy. The FY 1996 budget requested \$490 million for the Education Department to provide GED, ESL, and basic skills instruction, as determined by the States.

LEGISLATIVE HISTORY. The Administration decided not to transmit legislation to authorize the G.I. Bill reforms, except for separate bills in May 1995 to reauthorize the vocational and adult education programs of the Department of Education. We chose instead to work informally with the 104th Congress on bills Republicans were moving through both chambers. Our judgment was that specific Administration bill language on categorical program consolidations (which would be seen as terminations) would raise issues our supporters could not accept and would provide fodder for Republicans to criticize our proposal before offering their own. Senator Kennedy supported this approach.

The proposal to transfer the \$2.1 billion in Pell resources for non-degree training to the Labor Department was abandoned almost immediately because it was opposed by the higher education community and many in Congress on both sides of the aisle.

In the Fall of 1995, training reform bills -- known as "CAREERS" (Goodling) and "The Workforce Development Act" (Kassebaum) passed both Houses of Congress with overwhelming bipartisan support (345-79; 95-2). In spite of our opposition to the Kassebaum bill, we felt it was important to keep the legislative process moving forward; thus, the Administration expressed conditional support for both bills, and organized Democratic and interest group support, despite concerns with each. We wanted to keep the issue alive in Congress and looked to conferees to address our concerns. Supporting reform in principle, and not alienating key constituency groups wedded to specific categorical programs, also helped us in the appropriations fight, where we could argue that it made no sense to cut funding deeply with a major reform on the horizon.

Of the two bills, Rep. Goodling's CAREERS was closer to fulfilling your G.I. Bill principles and the Administration's support for the Kassebaum version was essentially a tactic for keeping the reform conversation alive. CAREERS required: vouchers for adult training (with an exception for training run by community-based organizations and allocated as they are under current law -- at the discretion of the local agencies), "report cards" and performance standards for training programs, the one-stop and school-to-work frameworks for adult and youth programs (although it would have repealed the School-to-Work Act), and private sector involvement in workforce development programs. By contrast, the Kassebaum bill did not require skill grants and would have made vouchers available only at State option; authorized a single State grant with one quarter reserved for broadly defined State-determined workforce development activities, which could include supporting company training of the employed; weakened accountability by permitting States to define success in their own terms; and greatly diminished the role of local communities in determining training needs.

The conference process on training reform was swamped by the FY 1996 and then FY

1997 appropriations struggle, and the Administration's reform proposals took a backseat to our efforts to preserve funds for categorical training and education programs (dislocated workers, summer jobs and vocational education) under attack. Although we blocked large cuts in the categorical training programs, both the pressures of negotiations with Congress and the need to rally constituency groups who are indifferent or hostile to vouchers and consolidation, led to a blurring of the Administration's principles for changing the way training gets delivered.

In a May 1996 letter to the conference leadership (attached at Tab C), you called for earmarked funding of at least \$1.3 billion for dislocated workers and "properly targeted" resources for a summer jobs program, adult education, in-school youth, at-risk youth, and the labor exchange. Your original G.I. Bill principles had never explicitly singled out these features as essential components of your reform vision.

Pressured by conservative "family groups" to resist compromise, and for other reasons, Republican conferees excluded the Administration and the minority from the negotiations. The partisan conference produced a bill that resembled Kassebaum's flawed block grant approach, unacceptable because it required only a 50-State training voucher "pilot," failed to ensure that adequate resources would be available for adult training, included weak accountability provisions and repealed School to Work. Former Chief of Staff Panetta made an effort to reopen negotiations. The last effort, a June 17th offer from the Administration representing our "bottom line," (attached at Tab D), received no response from the conferees. Emerging in July 1996, without the support of a single minority conferee or the Administration, the conference bill never reached the floor.

CONSOLIDATION AND OTHER ADMINISTRATIVE REFORMS. As we consider strategy for a new effort, it is important to recall that we already have made some progress toward achieving your G.I. Bill objectives. The Labor and Education Departments have aggressively pursued training and employment reforms through administrative changes and other statutory authorities, separable from fundamental legislative reform. Both Departments have made progress toward your goal of consolidating the tangle of federal employment and training programs.

As you recall, prior to your G.I. Bill announcement, the GAO identified 163 separate employment and training programs in 14 agencies spending nearly \$25 billion in what it called an uncoordinated system.

While the GAO called attention to an important problem, their reports overstated it. Sixty-seven of the 163 programs are targeted at specific non-employment and training problems and do not belong in the education and training system. For example, included in their list of employment and training programs were: the Foster Grandparent and Senior Companions programs (volunteer programs for the low-income elderly); State Legalization Impact Assistance Grants; Women's Business Ownership Assistance, and Health Care for Homeless Veterans.

Of the remaining 96 programs, the administration determined that 70 of the should be consolidated into coordinated system which the G.I. Bill proposal envisioned (see schematic at Tab A). (The 26 programs not targeted for consolidation are aimed at special populations -- e.g. Native Americans -- and are most appropriately administered nationally.)

In spite of legislative obstacles to enactment of the G.I. Bill, the Departments of Education and Labor have consolidated 33 of the 70 targeted programs targeted through administrative reform, appropriations, and other means (see list at Tab E). Another five of the 70 programs have been dropped from our consolidation efforts as a result of policy or other considerations. The Education Department is proposing additional consolidation in vocational and adult education programs.

Other administrative reform successes include:

- **One-stop career centers.** Begun in 1994, this Department of Labor initiative consolidates multiple training and employment programs at the "street level" through competitively awarded State implementation grants. The number of States implementing one-stop systems will grow from 16 currently, to 43 by the end of 1997, to 50 by the end of 1998.
- **America's Job Bank and America's Talent Bank.** These two rapidly expanding Department of Labor Internet websites now provide access to 600,000 job openings and resumes of two million job seekers.
- **School-to-Work opportunities.** Since enactment in May 1994, the School-to-Work Act has provided the "seed capital" to spur State school-to-work systems that connect secondary education to work-based learning, postsecondary training, and career opportunities. Currently 37 States are receiving implementation grants; in 1998, all States are expected to be implementing their School-to-Work systems.
- **Waivers and funding transfers.** With the Administration's support, the FY 1997 appropriation for the Department of Labor provided unprecedented flexibility for State and local employment and training programs. (You had already obtained significant new waiver authority for Education Department programs in 1994.) The Budget which continues this flexibility in FY 1998, includes:
 - **Authority** for the Labor Secretary to waive a wide range of JTPA and Wagner-Peyser Act (i.e., Employment Service) statutory and regulatory provisions pursuant to a request submitted by a State, in return for improved performance.
 - **"Work-Flex" partnership demonstration** (modeled on the 1994 "Ed-Flex"), in

which up to six States are authorized by the Labor Secretary to waive JTPA and Wagner-Peyser provisions, pursuant to a plan describing the local waiver process, outcomes to be achieved, and assurances of fiscal accountability.

- **Funding transfer authority** to permit Governors to approve requests by local programs to transfer up to 20% of funds for the dislocated worker and low-income adults between the two JTPA programs. Since FY 1996, unlimited funding transfers have been permitted between the JTPA Summer Jobs and year-round youth training programs.

G.I. BILL IN THE FY 1998 BUDGET AND 105TH CONGRESS. The FY 1998 Budget reiterates support for the G.I. Bill principles, characterizes training reform as “essential,” and anticipates working with the 105th Congress to produce a bill. The FY 1998 Budget proposes an increase of \$274 million over the FY 1996 request for the relevant Labor and Education Department budgets (see Tab F for budget details). (This budget request reflects the appropriations successes we had in FY 1997 and before: doubling funding for dislocated workers since FY 1993, winning \$400 million for the embattled School To Work program and increasing Pell grants by 14% since the low of FY 1995.)

In the 105th Congress, training reform legislation is a priority for the Republican chairmen of the House (Goodling) and Senate (Jeffords) Committees. Both chambers have begun hearings and the House Committee is drafting a bipartisan bill for markup next week. In the Senate, although Chairman Jeffords has not begun drafting legislation, he is planning to report a bill out of Committee by the end of June.

The House bill, introduced by Congressman McKeon (Chair of the subcommittee on Chairman of the Subcommittee on Postsecondary Education, Training and Lifelong Learning) and Congressman Kildee, is similar to last year’s bill, but assures that funding for dislocated workers will be maintained and does not repeal School to Work. As it did last year, it requires vouchers for adult training (with an exception for training provided by community-based organizations), “report cards” and performance standards for training programs, the one-stop and school-to-work frameworks for adult and youth programs, and private sector involvement in workforce development programs. And, as was the case last year, it maintains local agencies’ discretion in allocating skill grants.

In the Senate, legislation will soon be developed under the leadership of Senator DeWine, who heads the Subcommittee on Employment and Training. While Chairman Jeffords is expected to be less hostile to skill grants than was his predecessor, there is still skepticism among Democrats on the panel.

The House bill is expected to include a title reauthorizing adult education programs, while vocational education will be considered separately. In the Senate, it is unclear whether

vocational and adult education will be addressed separately, or as part of larger workforce development legislation. In an effort to maximize the prospect for reforms and continue to consolidate the myriad programs, and as a hedge against the possibility that training reform legislation stalls again, the Education Department is sending separate reauthorizing legislation to Congress again this year.

Notwithstanding the progress we have made on consolidation, most of your vision of the GI Bill is still alive and achievable given the legislative context described above.

II. OPTIONS

This section of the memo lays out some second-term options for your “GI Bill for America’s Workers” initiative.

All of the options and the McKeon bill embrace the following core elements of your GI Bill vision:

- giving trainees the choice of providers (e.g. a skill grant that can be used at a community college, a four year college, a trade school, a union-operated program or a community-based organization, like the Urban League),
- improving accountability by focusing on results and barring bad providers,
- reforming the State and local system by implementing One Stop Career Centers based on your original vision, and
- giving consumers better information about training providers and the labor market.

The key choice for you is how to ration the skill grants, because although we have doubled funding for dislocated workers since FY 1993, the current budget is not sufficient to serve everyone. Option One obviates the need for rationing by relaxing the budget constraint. Option 2 seeks to maintain a purer vision of a \$2600-\$3000 skill grant entitlement, but does so by limiting eligibility to people who have, for example, been dislocated after being at the same job for three years, while allowing local discretion in rationing skill grants opportunities for low-income disadvantaged workers. Option 3 does not restrict eligibility for either disadvantaged or dislocated workers, but instead leaves the rationing for both categories of workers to state and local level.

In considering these options, we must balance the benefits of local flexibility with the benefits of having a more pure skill grant vision, in which workers are automatically eligible for skill grants and can make choices that are not subject to the discretion of government workers. Relative to Option 1, Option 2, keeps a purer vision of skill grants by tightening eligibility. The advantage here, is that for these dislocated workers -- who were the main targets of your skill grant proposal -- they are directly empowered by an entitlement, like a Pell grant -- without having to wait in line at any bureaucracy.

Option 3, on the other hand, allows local One Stop and JTPA system to exercise some discretion to pick and choose who gets skill grants, it also does not force arbitrary eligibility restrictions, and would better allow the State and local system of workforce boards and One Stops to target skill grants to those who need them and to respond to large dislocations without having to deny training to certain workers who don't meet the eligibility requirement.

Under all three options there is also the question of whether low-income workers who have not been in the workforce are well-informed enough to make good choices with skill grants. Some argue that we give such personal empowerment to 18 year olds with no experience when we give them Pell grants, so why should it be different here. Others, focus on the likelihood that low-income recipients with no work experience would be taken advantage of by cosmetology school or fly-by-night training programs. One approach is to allow local discretion about which low-income workers receive their training through skill grants. A second approach is to accept the risk that in some cases, people will make poor choices -- as we do with Pell Grants. This is the approach taken in Option 1. A third approach -- which could be combined with any of the options -- is to use skill grants for everyone, but have strict requirements that those who get them without prior work experience or significant education go through a counseling course to learn which programs have the best track records and where jobs are needed.

SKILL GRANT OPTIONS

Option 1: Dramatically Increased Funding for Universal Eligibility

All dislocated workers and economically disadvantaged adults (as defined by current JTPA rules) would be eligible for skill grants. As is now the case for Pell grants, discretionary BA would be requested according to best estimates of how many eligibles would actually use the grants, but outlays would be driven by actual use.

This option would be a "pure" model of skill grants in which individuals are truly empowered and automatically eligible for skill grants. To do this would require a dramatic increase in funding, well beyond the current budget request and well beyond that anticipated in the current legislative discussion. Our very rough estimate is that the cost could go from \$1.3 billion to \$4.2 billion. Though this approach would have the benefit of truly embodying the principles of your vision, none of your advisers think this is practical or realistic at this time. We wanted you to be aware of it, in case you feel differently, and as a contingency in case the budgetary context changes.

Option 2: Allocate Limited Skill Grants for Dislocated Workers by Narrowing Eligibility

This option structures eligibility to stay within the \$1.37 billion budget for training under current rules while giving dislocated workers (who presumably have more labor market savvy)

more wide-open choice than disadvantaged adults in how skill grants are used. Under this option eligibility for dislocated workers would be determined at state and local One-Stop centers, offering additional training-related assistance.

There are several ways to tighten eligibility for dislocated workers. One option is to offer skill grants only to workers laid off after 3 years in a job, on the grounds that short-tenure workers have fewer job-specific skills to replace and aren't strictly speaking "dislocated." Another option is to exclude the long-term unemployed, who are often eligible for Pell grants. These two screens would shrink the pool of eligible dislocated workers to 643,000. (Your original G.I. Bill proposed an additional \$1 billion to serve several hundred thousand additional workers.)

For disadvantaged adults, eligibility would be limited by giving state and **local agencies discretion** to decide which disadvantaged adults can best make use of the available skill grants. (Once in possession of a skill grant, trainees could then use it as they choose.) This approach could be combined with a requirement that disadvantaged workers receive counseling and skills assessment. The combination of local agency discretion and counseling has the advantage of controlling the cost while addressing concerns that a weak attachment to the job market may make people especially prone to bad training choices.

Relative to Option 1, this option represents a strategic compromise. In the face of budgetary limits, and some plausible worries about the uniform workability of a pure voucher approach, it falls back to make the stand for the skill grant principle on the terrain where that principle is strongest -- dislocated workers with labor-market experience. And it preserves the local workforce-development system in its most plausible role -- guiding disadvantaged who may have special problems making good choices on their own.

Relative to Option 3, this option preserves more individual empowerment and a more "pure" vision of skill grants for dislocated workers, while reducing the risk of bad choices among those with the least experience in the labor market, the disadvantaged.

Pros of Option 2:

- For the limited group of eligible dislocated workers, this is a pure empowerment vision, as you originally conceived it.
- For the limited group of eligible dislocated workers, this option replaces reliance on the discretion of local system in allocating scarce training dollars. Some of your advisors, notably Paul Dimond, feel strongly that even a reformed local system should not be given discretion.
- Should the program be successful and popular, we can expect pressure to expand it.
- Lives within current budget estimates.
- Avoids the "new entitlement" charge while delivering training via skill grants.
- Addresses concerns (based on Pell and student loan histories) that the disadvantaged

often have trouble making good training choices without guidance.

Cons of Option 2:

- Eligibility screens as the rationing mechanism for training resources reduce State and local elected officials ability to respond to variations in the local labor market. This is likely to be a major concern for governors.
- Replacing discretion with narrowly drawn eligibility screens may reduce the system's responsiveness to individual needs.
- While closer to your initial vision of pure empowerment for dislocated workers than Option 3, this would be a significant change from our willingness to live with skill grants as presented in last year's (and, by extension, this year's) House bill.
- State and local stakeholders (Governors, Mayors, and labor unions) will oppose what they will characterize as federalization of dislocated workers training system and advocates for the disadvantaged will object to be treated differently.

Option 3: Allocating Skill Grants Through Local Discretion

This option does away with new national eligibility rules as the rationing mechanism for disadvantaged and dislocated workers alike, and instead relies on local agencies to allocate skill grants, just as they now allocate JTPA training funds. As with Option 2, skill grants are limited by the amount of funding available. *But the discretion state and local agencies exercise over which disadvantaged workers get skill grants under sub-option 2-B becomes universal here;* One-Stop officials award skill grants based on aptitude, local labor market conditions, and judgments about who can best benefit. Skill grants, once awarded, would still be under individuals' control.

For *disadvantaged* workers, this option is the same as Option 2B. The two options differ in the treatment of *dislocated* workers: under this option, local discretion is the rationing mechanism for skill grants for dislocated workers; whereas under Option 2B new federal eligibility screens substitute for that discretion.

This option meets the empowerment model of skill grants by giving people skill grants that they would be able to use at the provider of their choice for the career path of their choice. It also does not automatically exclude people by setting a rigid eligibility rule. On the other hand, having local One Stop centers and JTPA offices decide who gets skill grants in the first place does not encompass the sense of entitlement or clear empowerment seen for eligible dislocated workers in Option 2. Much of this certainly will rest on the strength of the system -- both the workforce board and the One Stops. Some of your advisors, feel that putting so much discretion in the hands of the current system -- even if improved -- does entail enough structural reform. Others, feel that the boards are improving gradually through our reforms and that allowing local discretion does not significantly reduce your vision with slower but

safer structural reform.

Pros for Option 3:

- Is close to current House bipartisan bill and what many Democratic constituencies can live with, and makes it less likely our efforts for major reform will disrupt Congressional efforts for significant reform consistent with your decisions.
- With skill grants, one-stops, and report cards, this option goes far to your vision even if somewhat compromised by local discretion.
- Avoids arbitrary eligibility rules that will cut off State and local elected officials ability to target funds to meet individual needs and respond to variations in the labor market.
- Avoids differential treatment of lower-income disadvantaged workers

Cons for Option 3:

- Does not contain a component that fits more pure empowerment/entitlement options for some dislocated workers.
- Some will feel that reliance on current programs for discretion is counterproductive to need for strong structural reform.

RECOMMENDATIONS

OMB recommends Option 3. They feel it is consistent with the principles the Administration enunciated during the debate last year. Specifically, they feel Option 3 explicitly recognizes the reality of resource constraints, adopts the widely desired guidance and help for disadvantaged adults and dislocated workers who want it, maintains the goal of a thoroughly reformed private-sector-based local service system, and preserves the key skill grant vision of individual control over training providers.

The Labor Department also supports Option 3. Labor Department staff feel that Option 3 allows you to claim victory on the key elements of your GI Bill vision. They are especially concerned that Option 2 would derail the progress made in the House and alienate key constituencies, especially the labor movement.

I feel that while Option 2 would be a better choice, because it would genuinely empower workers while creating a One Stop system based on your reform vision, Option 3 is the practical choice.

By choosing Option 3 you would be recognizing the progress that Moderate Republicans and Democrats have made, and bolstering the chance that reform legislation -- which encompasses your vision of skill grants, one stops, report cards and better accountability -- would pass this year .

Plan of Action: Once you have signed off on a policy, I recommend that we draft for you a set of principles consistent with our policy that we send to the Hill in time for Wednesday's mark-up of the McKeon bill. The statement would lay out your vision from 1994 and make clear that you were pleased with the progress made in 1995 and 1996, disappointed by our inability to enact legislation last year, and that you feel it is critical for Congress to pass a training bill that meets your principles. This approach stresses your leadership, and sets up principles that allows us to push Congress in the right direction and claim a Clinton victory if legislation is passed that meets your principles.

Option 1 _____

Option 2 _____

Option 3 _____

Require counseling _____

Let's Discuss _____

J.I. Bill for America's Workers

School-to-Work Opportunities (DOL/ED)
 JTPA Title IIC Disadvantaged Youth
 JTPA Title IIC Youth Skills Ed programs
 JTPA Title IIC Youth Incentive Grants
 JTPA Title IIB - Summer Youth Employment and Training
 JTPA Title IIB - Summer Jobs-Minority Americans
 Youthbuild
 Youth Fast Chance
 Youth Incentives

8
Programs

27
Programs

JTPA Title IIA - Adult Training for the Disadvantaged
 JTPA Title IIA - Training Programs for Older Individuals
 JTPA Title IIBEDWAA (Government's 50% Discretionary)
 JTPA Title IIBEDWAA (Government's 20% Discretionary)
 JTPA Employment and Training Pilot and Demonstration
 JTPA (Clean Air Employment Transition Assistance)
 "Employment Services - Government's Discretionary Funds"
 "Employment Services - Wagner-Peyser State Grants"
 JTPA Defense Conversion Adjustment
 JTPA Defense Conversion Program
 JTPA Title IIA - State Education Grants
 JTPA Title IIA - State Incentive Grants
 JTPA Title IIBEDWAA (SDA Allocations)
 Fund Saving Employment and Training
 State Postsecondary Review Program (PELL)
 Labor Market Information
 "One Stop Career Centers"
 Women in Apprenticeship
 Federal Pell Grant Program
 Federal Loan Program (Direct)
 Federal Loan Program (Family Ed)
 Labor Certification for Asian Workers
 Increase Job Bank
 JTPA Employment and Training R&D
 American Samoans
 Rural CEPS
 NOICC (DOL/State)

School-to-Work:
Second Chance

Adult Workforce
System

One Stop/ES

School-to-Work:
In School

Adult Education
and Literacy

23
Programs

12
Programs

Adult Ed-State Administered Basic Grant
 National Adult Education Discretionary Program
 State Literacy Resource Centers
 Nat'l Workplace Literacy Program
 Workplace Literacy Partnerships
 Adult Education for the Homeless
 Literacy Training for Homeless Adults
 Literacy for Incarcerated Adults
 Literacy Programs for Prisoners
 Even Start-State Educational Agency
 Even Start - Migrant Education
 Library Literacy
 (Transfer from JTPA Title IIA)

School-to-Work Opportunities (DOL/ED)
 Voc Ed - Programs for Criminal Offenders
 Voc Ed - Cooperative Demonstration (all field programs)
 Voc Ed - Opportunities for Indian & Hawaiian Natives
 Voc Ed - Community Based Organizations
 Voc Ed - Demo Centers for Dislocated Workers
 Voc Ed - Consumer and Homebuilding
 Voc Ed - State Councils
 Voc Ed - MOEDC
 Voc Ed - Small-Business Act
 Workplace Information training for incarcerated youth
 Native Hawaiian Ed. - Community-based Learning Ctr
 Voc Ed - Basic State Programs
 Voc Ed - Technical Education
 Voc Ed - Demo for Integration of Voc and Academic Leg
 Voc Ed - Ed Programs for Fed Correctional Institutions
 Voc Ed - Ed Comprehensive Career Outreach and Counseling
 Voc Ed - Blue Ribbon Voc Ed Programs
 Voc Ed - Model Programs for Regional Training, Skill Trades
 Voc Ed - Business/Education/Labor Partnerships
 Voc Ed - Tribal Unemployed Post-Sec Voc Assistance
 Voc Ed - State Programs and Activities
 Voc Ed - Single Parent, Homemakers, Program
 Voc Ed - Sex Equity

1. SHARING THE BENEFITS OF ECONOMIC GROWTH

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Table 1-4. THE G.I. BILL FOR AMERICA'S WORKERS COMBINES 70 PROGRAMS INTO ONE WORKFORCE DEVELOPMENT SYSTEM, AND INCREASES FUNDING \$1 BILLION OVER 1995

(Discretionary budget authority, in millions of dollars)

Sets of Categorical Programs	1995 Enacted	System Components	1996 Proposed
JTPA adult programs	997	Skill and Pell grants to individuals:	
Dislocated worker programs	1,296	Dislocated workers	582
Pell grants	6,247	Low-income persons	3,059
Employment service	912	Pell grants for AA degrees and above	4,480
State postsecondary icnew program	20		
Research, evaluation and demonstrations	48	Subtotal, individual grants	8,121
One-Stop Career Centers	120		
JTPA and other youth programs	1,630	State-defined services system:	
School-to-Work (ED and DOL)	250	Adults (including One-Stop)	2,685
Vocational education programs	1,178	Adult and family literacy	490
Adult education and family literacy programs	488	Youth (including School-to-Work)	2,906
Total:		Total:	
Categorical programs	13,180	Better Jobs and Skills System	14,202
Loans for education and training (in millions of dollars)	25,757	Loans for education and training (in millions of dollars)	28,356

The new jobs and skills initiative will allow each State to devise an integrated strategy that unifies all elements of the training and education system. The building blocks are described separately below (though the Federal Government would no longer require States to maintain separate programs).

Helping Adults: The President's proposal would create "Skill grants" for unemployed and low-income workers and job seekers. States would create systems to give individuals the information they need to make informed choices with these grants and ensure that workers are not defrauded by incompetent or unscrupulous providers. The proposal would make 1.6 million more grants and loans available in 1996 than in 1995. (See Chart 1-3.) It also would support State efforts to design new, more flexible, integrated systems that will provide information about jobs and training, counseling, placement assistance, and other services.

- Individuals would get Skill grants or Pell grants of up to \$2,620 a year for training;
- The budget proposes \$3.6 billion in 1996 for Skill grants for technical education and \$4.5 billion for associates and bachelor's degree courses through Pell grants. The

student loan programs will provide another \$28 billion in loan capital to help finance training and higher education;

- Low-income persons would get Skill grants based on family income and cost of education, in the same way they do now under Pell grants; and
- Dislocated workers who need training would qualify for Skill grants without an income test. Adults who lose their jobs and need skill training to get a new one would receive income support.

The proposal would build upon progress underway through "One-Stop Career Centers" to encourage States and localities to design and implement new systems of placement and training-related services within five years.

- It would provide \$2.7 billion, most of it to States to design and operate the new system; and some for Federal activities such as oversight, research, evaluation, and response to multi-State layoffs and natural disasters; and
- It would provide \$490 million for adult and family literacy, which the States could use as they want for basic skills instruc-

THE WHITE HOUSE

WASHINGTON

May 20, 1996

Dear Mr. Chairman:

I am writing to express my views on the job training and education reform legislation now in conference. I appreciate the Conference's efforts to address at least some of the key principles included in my G.I. Bill for America's Workers proposal. I believe we all recognize the importance of reforming, streamlining, and consolidating job training and education programs.

However, I cannot accept a conference bill that does not create a world class workforce development system that is built on a firm foundation of individual opportunity, strong accountability for results, and clear pathways for youth from school to work. This legislation must: authorize spending for a new system at no less than the levels proposed in my FY 1997 Budget; arm dislocated workers with sufficient information and purchasing power, through skill grants, to choose the training that is right for them; preserve national funding for school-to-work infrastructure building grants; ensure accountability to taxpayers by establishing high standards for program quality and clear accountability; and provide that education authorities are responsible for education resources at the State and local levels, and that those resources are targeted within the State. The attachment to this letter details these and other essential priorities pertaining to this legislation.

I believe we share the common goal of creating a job training and education system that equips all Americans to prosper in a global economy. I urge the Conference to craft an acceptable bipartisan bill by meeting these concerns and fully incorporating my G.I. Bill.

Sincerely,



The Honorable William F. Goodling
Chairman
Committee on Economic and Educational Opportunities
House of Representatives
Washington, D.C. 20515

Attachment

ISSUES FOR CONFERENCE ON H.R. 1617

•**Sufficient authorization of appropriations.** It is imperative that the bill authorize spending for the consolidated programs at least at the levels proposed in the FY 1997 Budget. Future appropriation action must not be constrained by insufficient authorizations that imprudently cut funding for education and training investments.

•**Adequate funding for skill grants for dislocated workers.** The bill must earmark no less than \$1.3 billion for dislocated worker assistance, and ensure that these individuals have sufficient information and resources -- including through the use of skill grants -- to choose the training that is right for them.

•**Dedicated national funding to continue the School-to-Work implementation grants.** The School-to-Work Opportunities Act should not be repealed. To date, 27 States have received implementation grants under the School-to-Work Opportunities Act. Dedicated funding to continue School-to-Work implementation grants is essential to permit these States to complete their system building activities, and to provide an opportunity for all remaining States to do the same. Without a strong, lasting school-to-work infrastructure, the promise of this bill for youth development will be unfulfilled.

•**Accountability to taxpayers for results.** The bill must ensure that taxpayer dollars are not invested in programs that don't deliver results. Since Federal funds support the workforce development system, the final bill must establish the Federal government as a full partner in determining measurable goals and objectives, establishing expected levels of performance for State and local areas, and approving plans. To protect against fraudulent and incompetent training providers, this bill must include strong provisions on "gatekeeping" and consumer information. The Secretaries of Education and Labor should be clearly responsible and accountable for administering workforce education and workforce training and employment activities, respectively. Their resource and staffing needs should be determined through the annual budget and appropriations process.

•**State and local education agency control and responsibility for education resources.** The conference bill must ensure that State and local education agencies have responsibility for planning, administering, and making decisions relevant to education resources. Full collaboration of State and local workforce boards and the private sector with State and local education agencies is essential.

•**Adequate, properly targeted resources for adult education and training, in-school youth, at-risk youth, a summer jobs program, and the nation's labor exchange.** The conference bill must ensure a priority for these activities and for sufficient funding, at levels consistent with the FY 1997 Budget. In addition, the bill must contain within-State allocation formulas, as in current law, that target at-risk youth and that direct in-school funds to school districts with greatest need and post-secondary education institutions that

serve disadvantaged individuals. The Wagner-Peyser Act, which establishes the public employment services, must remain the fundamental legislative charter for our nation's public labor exchange services, ensuring the prudent use of employer-paid federal unemployment taxes.

•Local governmental responsibility for job training. While Governors should have final approval authority over the local plans affecting job training funds, elected officials from our cities and counties must have responsibility for administering and overseeing local One-Stop Career Center and job training funds, through workforce development boards that bring together business and labor and other community leaders to plan and develop flexible job training programs appropriate to their communities.

ADMINISTRATION OFFER TO CONFEREES ON WORKFORCE AND CAREER DEVELOPMENT ACT

This offer is to be considered as a whole; it is not divisible into component parts.

1. Offer on authorization of appropriations: Accept the such sums authorization with the following trigger for the flex account:

- o Funds appropriated under the Act would be subject to the following percent splits: 45% for adult training; 28% for in-school youth; 20% for at-risk youth; and 7% for adult education.
- o No funds would go to a flex account until the level of funding for the States reached \$3.85 billion (FY 1996 appropriation for the total Federal grants to the States for programs consolidated in this legislation).
- o All funds above FY 1996 appropriation level would be available for flex account until 125% of FY 1996 level is reached.
- o The amounts in excess of 125% would be allocated as follows: 25% flex account; 35% adult training; 15% out-of-school youth; 20% in-school youth; and 5% adult education with a hold harmless from the flex account.

2. Offer on dislocated worker funding: Earmark \$1.3 billion of adult employment and training resources for assistance to dislocated workers (of which \$1.03 billion is for State grants).

3. Offer on skill grants for dislocated workers: Training for dislocated workers must be provided through a skill grant system (House bill, but limited to dislocated workers). This requirement would include the limited exceptions in the House bill to address rural areas and other special circumstances. However, it would also include a 5-year phase-in for this requirement (similar to the House bill's 3-year phase-in), with authority to the Secretaries to use incentive funds to encourage earlier implementation.

4. Offer on School-to-Work: (a) Strike the repealer from the bill, allowing the appropriations process to determine the future of School-to-Work; or (b) move up sunset date for School-to-Work from September 30, 2001 to September 30, 2000.

5. Offer on accountability: Package to include:

- o **Plan approval and levels of performance:** Substantive State plan approval authority for the Secretaries (Senate bill with amendment); and Secretaries and States to negotiate expected levels of performance to be basis for sanctions and separate challenging levels to be basis for incentives (Senate bill with amendment).

- o **Performance information and resources:** Uniform technical definitions of benchmarks (House); consumer information to be provided by all nondegree training programs with certain information required (House bill with modifications); uniform MIS guidelines that include demographic information (House bill with modification); reporting of both local and Statewide performance results to the Secretaries (House); and adequate human resources for oversight and other responsibilities to be determined through annual budget and appropriations process. (House)
- 6. Offer on control of education by State and local education system:** Senate language ensuring that education funds will go to State and local education agencies and that the education portion of the plan will be developed by the State education agency.
- 7. Offer on local role:** Local board negotiates with the State on employment and training benchmarks for the area as a whole, and local board in coordination with LEO, negotiates with the State the process for designation of One-Stops. Remainder of responsibilities reserved for local board in partnership with LEO; these responsibilities include developing local budgets, oversight over local programs, developing local plan, and designating local fiscal agent. (House bill with modification)
- 8. Offer on targeting resources to youth:** Modify Senate language to clearly require a Summer Youth Program in each local area. Require equitable substate allocation formulas for in-school and at-risk youth.

Programs Consolidated Since FY 1996

FY 1997 Budget Authority

	Department of Labor	<u>\$ millions</u>
1	JTPA Clean Air Employment Transition Assistance	0
2	JTPA Defense Conversion Adjustment Program	0
3	JTPA Defense Diversification Program	0
4	JTPA American Samoan Employment Program	0
5	JTPA Rural Concentrated Employment Program	0
6	JTPA Youth Fair Chance	0
7	JTPA Youth Innovations	0
 Department of Education		
8	Voc Ed - Programs for Criminal Offenders	0
9	Voc Ed - Community-Based Organizations	0
10	Voc Ed - Demo Centers for Dislocated Workers	0
11	Voc Ed - Consumer and Homemaking	0
12	Voc Ed - State Councils	0
13	Voc Ed - NOICC	0
14	Voc Ed - Smith-Hughes Act	7
15	Voc Ed - Demo for Integration of Voc and Academic Learning	0
16	Voc Ed - Ed Programs for Federal Correctional Institutions	0
17	Voc Ed - Ed Comprehensive Career Guidance and Counseling	0
18	Voc Ed - Blue Ribbon Voc Ed Programs	0
19	Voc Ed - Model Programs for Regional Training, Skill Trades	0
20	Voc Ed - Business/Education/Labor Partnerships	0
21	Voc Ed - State Programs and Activities	0
22	Voc Ed - Single Parents, Homemakers, Pregnant Women	0
23	Voc Ed - Sex Equity	0
24	Workplace Transition for Incarcerated Youth	0
25	Native Hawaiian Ed - Community-Based Learning Centers	0
26	State Literacy Resource Centers	0
27	National Workplace Literacy Program	0
28	Workplace Literacy Partnerships	0
29	Adult Education for the Homeless	0
30	Literacy Training for Homeless Adults	0
31	Literacy for Incarcerated Adults	5
32	Literacy Programs for Prisoners	0
33	Library Literacy	0

Department of Labor and Education: GI Bill

(BA in millions)

Programs	FY 1993	FY 1994	FY 1995	FY 1996 Request	FY 1996 Enacted	FY 1997	FY 1998 Request
Department of Labor:							
GI Bill for America's Workers -- Adults:							
II-A Grants to States	1,015	988	997	1,055	850	895	1,064
III Dislocated Workers	651	1,151	1,229	1,396	1,092	1,286	1,351
Employment Service	895	918	915	872	821	824	843
One-Stop Career Shopping	0	50	100	200	110	150	150
Other Adult Programs and New Initiatives	60	98	54	660	47	47	45
Subtotal Adults	2,621	3,205	3,295	4,183	2,920	3,202	3,453
GI Bill for America's Workers -- Youth:							
Summer Jobs	849	877	867	959	625	871	871
II-C Grants to States	677	609	127	369	127	127	130
School-to-Work (Includes Education portion)	0	100	244	400	350	400	400
Youth Opportunity Areas Initiative	50	25	0	72	0	0	250
Subtotal Youth	1,576	1,611	1,238	1,800	1,102	1,398	1,651
Total DOL in G.I. Bill for America's Workers	4,197	4,816	4,533	5,983	4,022	4,600	5,104
Department of Education:							
Vocational Education	1,170	1,176	1,104	1,178	1,081	1,132	1,172
Adult Education	305	305	279	406	260	355	394
Pell Grants (program cost)	5,624	5,496	5,445	6,635	5,660	6,227	7,806
Total Education in G.I. Bill for America's Workers	7,099	6,977	6,828	8,219	7,001	7,714	9,372
Total G.I. Bill for America's Workers	11,296	11,793	11,361	14,202	11,023	12,314	14,476
Less Pell Grants	(5,624)	(5,496)	(5,445)	(6,635)	(5,660)	(6,227)	(7,806)
Net Total G.I. Bill for America's Workers	5,672	6,297	5,916	7,567	5,363	6,087	6,670

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