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White House Structure [1]

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BOX 10 - WHITE HOUSE STRUCTURE; STIMULUS MEMOS; ECONOMICS /
JOBS; METHYL BROMIDE; OUTER CONTINENTAL SHELF EXPLORATION -
OVERSIZE ATTACHMENT # 2619

BOX 5 - EPA TESTIMONY ON GLENN BILL; 1992 UNCED; JUNE 12,13,14;UNCED - MISC; UNCED AGENDA; KATIE'S NOTES ON UNCED HEARING 3-11-92; UNCED RESOLUTION; UNCED RENEWABLES; DEAR COLLEAGUE, UNCED, UNCHE - SWEDEN; UNCED/ RENEWABLE ENERGY / CLIMATE CHANGE; EPA EMPLOYEES; NAFTA; CENTER FOR INTERNATIONAL ENVIRO LAW - 2-12-93 POSITION ON NAFTA - OVERSIZE ATTACHMENTS # 2614

BOX 6 - S2166; DEAR COLLEAGUE S.870, 871, 872; S870 SUBCOMMITTEE HEARING 10-19-89; OZONE LAYER; OZONE ARCTIC; OZONE - INSTITUTE FOR ENVIRONMENTAL / ENERGY RESEARCH; NASA OZONE DEPLETION AVERTED THIS YEAR; OZONE AMEND TO ENERGY BILL; OZONE - ANTARCTIC PLANTS; 1991INT'L OZONE TRENDS; OZONE - CHILE; " OZONE CRISIS"; HEARING ON 1991 ASSESSMENT OZONE TEST AND TRANS; MILITARY - OZONE; MISC NOTES; OZONE FUND - DEAR COLLEAGUE; 1991 OZONE SCIENTIFIC ASSESSMENT; OZONE DEPLETION HEARING 11-15-91 ARTICLES AND INFO; SCIENTISTS; TEMPERATURE 1991; GLOBAL CHANGE RESEARCH; 1990 TEMPERATURE DATA; OTA CLIMATE CHANGE REPORT; GLOBAL WARM - SCIENCE; NAS ADAPTATION STUDY; ICGE; GLOBAL CLIMATE; RE SEEDING OF OCEANS; OCEANS HEARING; OCEAN TEMPS - OVERSIZE ATTACHMENTS # 2615

BOX 7 - 2ND ROUND - PLEDGE AND REVIEW; DOMESTIC POLICY CLIMATE CHANGE; OTA ADAPTATION STUDY; ROUND 4 LETTER TO THE PRESIDENT; GLOBAL WARMING -SKEPTICS; LINDZEN ARTICLE; CLIMATE CHANGE- ANTARCTIC & ARCTIC; AL'S FLOOR STATEMENT - GLOBAL CHANGE RESEARCH ACT; GLOBAL CLIMATE COALITION; GLOBAL WARMING OCEANS; IPCC SEPT 1990; IPCC NEWS UPDATES; INC FRAMEWORK CONV PART 1; INC FRAMEWORK CONV PART 2; UNEP PRELIMINARY GUIDELINES; UN CLIMATE CHANGE FRAMEWORK SESSION 5; INTERNATIONAL NEGOTIATIONS ON CLIMATE CHANGE PART 2 NAIROBI; IPCC WORKING GROUP 1; INTERNATIONAL NEGOTIATIONS ON CLIMATE CHANGE NAIROBI PART 1 - OVERSIZE ATTACHMENTS # 2616

BOX 8 - FOREST SUMMIT; FOREST CONFERENCE II; FOREST CONFERENCE IV; FOREST S.A.T.; TIMBER PRICES; VOA COST ESTIMATES; FOREST CONFERENCE - OVERSIZE ATTACHMENTS # 2617

BOX 9 - ALTERNATIVE FUELS; ANTARCTICA CLAMLR; ANTARCTIC; BIODIVERSITY - AFRICAN CENTRE FOR TECH STUDIES; BIODIVERSITY; CANADIAN SALMON TREATY; NATIONAL ACADEMY SCIENCE LETTER TO GORE 2-8-93; CLIMATE; EARTH DAY ,93ENERGY TAX; BTU ENERGY TAX PROPOSAL - ASHLAND OIL; ENERGY; BROWNER - EPA; ENVIRONMENTAL ISSUES - GERMANY & RUSSIA; 2/93 STATUS REPORT ON ALASKA'S OIL INDUSTRY BY OIL REFORM ALLIANCE; EXXON- VALDEZ CLEAN-UP OCCUPATIONAL EXPOSURES FROM OIL MIST; MARCH 9 - 11 EXXON VALDEZ TRUSTEE COUNCIL MEETING; ALYESKA MARINE TERMINAL BRIEFING 2-20-93 VALDEZ, ALASKA; EXXON - VALDEZ; GLENN EPA BILL; EPA / CEQ POSITION - OVERSIZE ATTACHMENTS # 2618

OFFICE OF ENVIRONMENTAL POLICY
KATIE MCGINTY

11 BOXES OF FILES RECEIVED IN ORM 72 FROM 360 OEOB ON JUNE 16, 1994

BOX 1 - RELIGIOUS LEADERS AND THE ENVIRONMENT; THEOLOGY AND ENVIRONMENT-SUMMIT MEETING MATERIALS; RUDY DORNBUSCH; BOB RUBIN; NED POTTER; IRA MAGAZINER; E.O. WILSON; LARRY SUMMERS; JIM SPOTILA; SCHEDULING PROPOSALS - JOHN SHAFER; MISCELLANEOUS; MAKING THE ENVIRONMENT COUNT 9-16-91; MISSION TO PLANET EARTH; MITCHELL RESOLUTION; NAS-HRNG GENERAL INFO; NATIONAL ACADEMY STUDY; NATIONAL GLOBAL RESEARCH ACT; SPEECHES - OVERSIZE ATTACHMENT # 2610

BOX 2- NUCLEAR ENVIRONMENTAL DEGRADATION IN TIBET; TREY - PHONE LISTS; OCTOBER CHRON 1992; FEBRUARY 1994 BACKUP; FEBRUARY 1 - 7 (94); APRIL 93 REGRETS; MARCH 93 REGRETS; FEB 93 REGRETS; JUNE 93 REGRETS; JULY 93 REGRETS - OVERSIZE ATTACHMENTS # 2611

BOX 3- WHALING; UN (CLIMATE); TONGASS NATIONAL FOREST; TIMBER; POPULATION; TRANSITION PAPERS; NACE-OSTP; OMB LANGUAGE ON NEPA 2-23-93; CEQ BIODIVERSITY CONSIDERATIONS UNDER NEPA; NEPA; FOREST NEWSCLIPS; FOREST CONFERENCE V; FORESTS; FOREST CONFERENCE III - OVERSIZE ATTACHMENTS # 2612

BOX 4 - BACK-UP INFO: OZONE DEPLETION, CFCS, HALONS; OZONE HEARINGS 11-15-91; OZONE DEPLETION HEARING WRITTEN TESTIMONY 11-15-91; OZONE DEPLETION HEARING TRANSCRIPT (PART 1); (PART 2); OZONE DEPLETION HEARING 11-15-91-UN ENVIRONMENT PROGRAMME; OZONE DEPLETION HEARING 11-15-91 AL'S (GORE) OPENING STATEMENT; AL'S STATEMENTS AND PRESS RELEASES; CFC BILL'S SUMMARIES; OZONE PHASEOUT SCHEDULES; OZONE HEARING - DONIGER 4-16-94; FULL OZONE HEARINGS TESTIMONY; OZONE HEARING 4-16-91; 1989 AL (GORE) OZONE BILLS MONTREAL PROTOCOL; OZONE AND PHYTOPLANKTON; 3-16-91 OZONE HEARING ROWLAND; OZONE 1989 SCIENTIFIC ASSESSMENT; OZONE II / LETTER TO PRES; CFC ALTERNATIVES; OZONE LETTER - ENVIRONMENT COMMITTEE; OZONE VOLCANIC ERUPTIONS; ERIC STOLARSKI - OZONE; OZONE HEARING- GENERAL INFO 4-16; 3/16 OZONE HEARING ALBRITTON; 3/16 OZONE HEARING - INDUSTRY; OZONE TRENDS PPANEL; GE AGREEMENT LETTER; 3/16 OZONE HEARING - STOLARSKI / WATSON; OZONE FUND / SENSE OF SENATE; TECUMSEH CORP; CFC PHASE OUT PRESS; AHAM / EPA / DOE CFC CONSORTIUM; EPW - OZONE BILL - MARKUP 7-12-89; HEARING - CFCS STR. OZONE 2-23-89; EPW 03/CFC HEARING 5-19-89; OZONE PRESS RELEASES 4-29-92; THATCHER / LONDON 03 CONFERENCE; NIGHTLINE / CFC BACKGROUND; 3 NASA PUBLICATIONS OZONE HEARING - KATIE'S NOTES; JIM ANDERSON OZONE - BOX 4 FILED OVERSIZE ATTACHMENT # 2613

#10 Inventory list

Outer Continental Shelf Exploration

White House Organization

Methyl Bromide

Environment & Jobs/Economics

Economic Stimulus memos

MENU FOR RANKING OF PERSONNEL APPOINTMENTS

RANK 1: First "wave" of appointments.

The criteria includes members of Cabinet rank; those appointed on National Security grounds; those responsible for Budget formulation; and, White House personnel absolutely essential to the formulation of policy.

RANK 2: Next "wave" of appointments after Rank 1.

These appointments should be the primary and key Deputy and Assistant Secretaries, especially those positions that carry National Security implications. This rank should include key policy advocates; those necessary for the 100 Day Policy Package formulation; key White House personnel; and, those involved in ongoing international negotiations. Major personnel related to campaign themes.

RANK 3: Next "wave" of appointments after Rank 2.

These appointments should be the key Administrative, Personnel and Regulatory agency heads. Major policy advocates and those appointments that carry Domestic Security and Health concerns should also be included in this category.

RANK 4: Next "wave" of appointments after Rank 3.

These appointments should be the Offices of Public Concern and the Deputies to the heads of the key regulatory agencies. Also included are major administrative positions and those that carry environmental and health implications as well as key cities concerns.

*Need to have up with in 7/21
have pay budget
ESP. Definit
positive
committee
appointments.*

Post-It™ brand fax transmittal memo 7671 # of pages > 1	
To: J. Sallert	From: C. P. Brown
Co.	Co.
Dept.	Phone # 501-375-1515
Fax # 202-863-8148	Fax #

POSITION	AGENCY	OFFICE	TYPE	DESCRIPTION	COMMENTS	CRITERIA	RANK	CURRENT OFFICE HOLDER
Secretary of State	DOS	Office of the Secretary of State	PAS	Advise the President in the formulation and execution of foreign policy.	Cabinet	Cabinet Head		Acting Secretary Lawrence Eagleburger
Ambassador-at-Large Special Advisor to the Secretary on Proliferation Policy and Nuclear Affairs	DOS	Ambassadors at Large	PAS		Reports of Russia selling arms/nuclear technology to 3rd world nations.	National Security	1	Richard Kennedy
Director of US Delegation to Geneva Nuclear and Space Arms Negotiations with the Soviet Union Chief START Negotiator	DOS	Office of the Secretary of State- U.S. Delegates to International Negotiations	PAS			National Security	1	AMB Linton Brooks
Secretary for Arms Control Matters, Strategic Arms Reduction Talks	DOS	U.S. Delegates to International Negotiations	PAS			National Security	1	AMB David Smith

RANK.XLS

U.S. Representative to the European Convention on Arms Negotiations	DOS	U.S. Delegates to International Negotiations	PAS			National Security	1	AMB Lynn Hansen
U.S. Representative to the Special Verification Commission	DOS	U.S. Delegates to International Negotiations	PAS		Iraqi issues.	National Security	1	AMB Steven Steiner
Secretary for Management (PRUNE)	DOS	Under Secretary for Management	PAS	Serves as principal advisor on management issues, including direction of all budgetary, administrative, and personnel policies.		Needed to help formulate budget	1	John Rogers
Chief Financial Officer	DOS	Bureau of Finance and Management Policy	PAS			Needed to help formulate budget	1	Jill Kent
Coordinator for Counterterrorism	DOS	Coordinator for Counterterrorism	PAS			National Security	1	David Bowyer

mbassador to CANADA	DOS	US AMBASSADORS	PAS		NAFTA and #1 trading and security partner.	National Security and Ongoing Negotiations	1	Edward Ney
mbassador to GERMANY	DOS	US AMBASSADORS	PAS		Troops stationed there. NATO.	National Security and economic interests	1	Robert Kimmit
mbassador to JAPAN	DOS	US AMBASSADORS	PAS		Troops stationed. Major trade issues facing two countries.	National Security and economic interests	1	Michael Armacost
mbassador to RUSSIA	DOS	US AMBASSADORS	PAS		Concerns revolving reemergence of communism and fall of Yeltsin. Missile proliferations	National Security, Ongoing negotiations...	1	Robert Strauss
Representative- International Atomic Energy Agency (IAEA)	DOS	US Chiefs of Missions to International Organizations	PAS		Concerns revolving around Iraq, Iran, Russia, Pakistan, Saudi Arabia...	National Security	1	
Representative- North Atlantic Treaty Organization	DOS	US Chiefs of Missions to International Organizations	PAS		The future of NATO. Major policy changes on the way suggested by new Admin. Russian and Yugoslavia concerns.	National Security	1	

RANK.XLS

Secretary	DOA	Secretary	PAS		Cabinet	Cabinet Secretary	1	
Secretary of Commerce	DOC	Office of the Secretary of Commerce	PAS		Cabinet	Cabinet Secretary	1	Barbara Franklin
Secretary of Defense	DOD	Office of the Secretary of Defense	PAS		Cabinet	Cabinet Secretary, National Security	1	Richard Cheney
Secretary of the Air Force (PRUNE)	AIR FORCE	Office of the Secretary of the Air Force	PAS		Major security concerns	National Security	1	Donald Rice
Secretary of the Army (PRUNE)	ARMY	Office of the Secretary of the Army	PAS		Major security concerns	National Security	1	Michael Stone

Secretary of the Navy (RUNE)	NAVY	Office of the Secretary of the Navy	PAS		Major security concerns	National Security	1	Sean O'Keefe
Secretary of Education	ED	Office of the Secretary of Education	PAS		Cabinet	Cabinet Secretary	1	Lamar Alexander
Secretary of Energy	DOE	Office of the Secretary of Energy	PAS		Cabinet	Cabinet Member	1	James D. Watkins
Secretary of Health and Human Services	HHS	Office of the Secretary of Health and Human Services	PAS		Cabinet	Cabinet Member	1	Louis W. Sullivan, MD
Secretary of Housing and Urban Development (RUNE)	HUD	Office of the Secretary of Housing and Urban Development	PAS		Cabinet	Cabinet Secretary	1	Jack F. Kemp

Secretary of the Interior	DOI	Office of the Secretary of the Interior	PAS		Cabinet	Cabinet Secretary	1	Manuel, Lujan, Jr.
Attorney General	DOJ	Office of the Attorney General	PAS		Cabinet	Cabinet Secretary	1	William P. Barr
Secretary of Labor	DOL	Office of the Secretary of Labor	PAS		Cabinet	Cabinet Secretary	1	Lynn M. Martin
Secretary of Transportation	DOT	Office of the Secretary of Transportation	PAS		Cabinet	Cabinet Secretary	1	Andrew H. Card, Jr.

Secretary of the Treasury	TREAS	Office of the Secretary of the Treasury	PAS		Cabinet	Cabinet Secretary	1	Nicholas F. Brady
Secretary of Veterans Affairs	VA	Office of the Secretary of Veterans Affairs	PAS		Cabinet	Cabinet Secretary	1	Anthony Principi, Acting Secretary
Chief of Staff to the President	The White House	Office of the Chief of Staff	PA		Cabinet	Primary Deputy	1	James Baker
Assistant to the President for National Security Affairs	The White House	Office of National Security	PA		National Secretary	Key Deputy	1	LtGen. Brent Scowcroft
Assistant to the President for Economic and Domestic Policy	The White House	Office of Economic and Domestic Policy	PA		Set stage for 100 Day Proposals	Primary Deputy	1	Roger Porter

Chairman- Council of Economic Advisers	Exec. Office of the Pres.	Council of Economic Advisers	PAS		Set stage for 100 Day Proposals	Primary Advisor	1	Dr. Michael Boskin
Director- Central Intelligence Agency	Exec. Office of the Pres.	Central Intelligence Agency	PAS		National Security	Primary Advisor	1	Robert Gates
Deputy Director- CIA (UNE)	Exec. Office of the Pres.	Central Intelligence Agency	PAS		National Security	Primary Advisor	1	William Studeman
Director- Office of Management and Budget	Exec. Office of the Pres.	Office of Management and Budget	PAS		Set stage for 100 Day Proposals	Primary Advisor	1	Richard Darman
Director- US Arms Control and Disarmament Agency (UNE)	ACDA	US Arms Control and Disarmament Agency	PAS		National security	Key Advisor	1	Ronald Lehman

POSITION	AGENCY	OFFICE	TYPE	DESCRIPTION	COMMENTS	CRITERIA	RANK	CURRENT OFFICE HOLDER
Senior US Representative for Strategic Trade Affairs	DOS	U.S. Delegates to International Negotiations	PAS			Continuing ongoing negotiations	2	AMB E. Allen Wendt
Deputy Secretary of State (PRUNE)	DOS	Office of the Deputy Secretary of State	PAS	Serve as the Secretary's principal deputy and serve as Acting Secretary in the Secretary's absence. Operates as chief troubleshooter.		Primary Deputy	2	Vacant
Under Secretary for International Security Affairs	DOS	Under Secretary for International Security Affairs	PAS	Assures the integration of all elements of the Foreign Assistance Program as an effective instrument of U.S. foreign policy and serves as Chairman of the Arms Transfer Management Group.		Key Deputy	2	Reginald Bartholomew
US Permanent Representative to the UN- Washington Office	DOS	US Ambassadors to the United Nations	PAS			Key Deputy to Sec of State	2	Edward Perkins

Assistant Secretary for African Affairs (PRUNE)	DOS	Assistant Secretary for African Affairs	PAS	Works closely with the Secretary in developing U.S. foreign policy toward the countries of Africa. Supervises the operations of American embassies and missions in the fifty plus African countries.	Somalia in crisis. South Africa turmoil.	Key Deputy	2	Herman Cohen
Assistant Secretary for Legislative Affairs	DOS	Assistant Secretary for Legislative Affairs	PAS	Supervises and coordinates all legislative activities between the department and Congress. Directs foreign policy legislative agenda. Monitors all bills affecting foreign policy.	Needed to prepare 100 legislative package.	Key Deputy	2	Vacant
Assistant Secretary, Bureau of East Asian and Pacific Affairs (PRUNE)	DOS	Assistant Secretary, Bureau of East Asian and Pacific Affairs	PAS	Advise and assist the sec in devising and implementing US policy towards the countries of east and southeast Asia, the Pacific region and Australia and New Zealand.	Economic and security issues in that region.	Key Deputy	2	William Clark
Assistant Secretary- Bureau of Human Rights and Humanitarian Affairs	DOS	Assistant Secretary- Bureau of Human Rights and Humanitarian Affairs	PAS	Develops policy regarding observance of human rights in countries receiving economic and military aid. Develops policy regarding applications for political asylum by foreign nationals.	Yugoslavia issues.	Key Deputy	2	Vacant
Assistant Secretary for International Narcotics Matters	DOS	Assistant Secretary for International Narcotics Matters	PAS	Develops policy regarding narcotics control. Represents U.S. at drug conferences. Formulates agreements with foreign countries concerning narcotics control.	Needs to be coordinated with President's Drug Czar-- a National Priority.	Key Deputy	2	Melvyn Levitsky

Assistant Secretary for Oceans and International Environmental and Scientific Affairs	DOS	Assistant Secretary for Oceans and International Environmental and Scientific Affairs	PAS	Prescribes policy relating to scientific and environmental aspects of relations with other countries. Represents U.S. in matters of scientific and environmental treaties. Develops policies regarding the International Fisheries Commission.	Environment--a major concern and thrust of new Administration.	Key Deputy	2 E.U. Bohlen
Assistant Secretary-Bureau of Political Affairs	DOS	Assistant Secretary-Bureau of Political-Military Affairs	PAS	Develops policy relating to security, military assistance and nuclear policy. Maintains liaison with DOD on wide range of political and defense matters.	National Security implications.	Key deputy	2 Robert Galluci
Ambassador to EGYPT	DOS	US AMBASSADORS	PAS		Middle East Peace Talks	Ongoing Negotiations	2 Robert Pelletreau
Ambassador to FRANCE	DOS	US AMBASSADORS	PAS		Major ally. European currency crisis.	National Security implications	2 Walter Curley
Ambassador to ISRAEL	DOS	US AMBASSADORS	PAS		Middle east peace talks and major strategic ally.	Ongoing negotiations.	2 William Harrop
Ambassador to MEXICO	DOS	US AMBASSADORS	PAS		NAFTA and immigration concerns.	Ongoing negotiations and national security implications	2 John Negroponte

Ambassador to SAUDI ARABIA	DOS	US AMBASSADORS	PAS		Middle east peace talks	Ongoing negotiations	2	Chas. Freeman
Ambassador to SYRIA	DOS	US AMBASSADORS	PAS		Middle east peace talks	Ongoing negotiations	2	Christopher Ross
Deputy Secretary- Agriculture (PRUNE)	DOA	Deputy Sec.	PAS	Serves as the Department's chief managing executive. Oversees budget development.	Needed for 100 Day Policy Package formulation.	Key Deputy	2	Ann Veneman
Under Secretary for Inter. Affairs & Commodity Programs (PRUNE)	DOA	Under Sec. for Inter. Affairs & Commodity Programs	PAS	Directs the development and execution of policy for marketing American farm products overseas.. Supervises the Agricultural Stabilization and Conservation Service.	Needed for 100 Day Policy Package formulation.	Key Deputy	2	Randall Green
Under Secretary for Small Community & Rural Devel (PRUNE)	DOA	Under Sec. for Small Community & Rural Devel	PAS	Provides policy and administrative direction to national credit and insurance services organization to strengthen and improve the functioning of American small farm and rural agricultural communities.	Needed for 100 Day Policy Package formulation.	Key Deputy	2	Roland Vautour

Assistant Secretary for Congressional Relations	DOA	Assistant Secretary for Congressional Relations	PAS	Establish policies for the conduct of relations with Congress. Serve as point of contact for Congress and provide guidance on congressional issues.	Needed for 100 Day Policy Package formulation.	Key Deputy	2	Franklin Bailey
Assistant Secretary for Economics (PRUNE)	DOA	Assistant Secretary for Economics	PAS	Directs data gathering and research services that provide information on the U.S. agricultural economy that is important in assisting farm production and maintaining orderly markets.	Needed for 100 Day Policy Package formulation.	Key Deputy	2	Daniel Sumner
Deputy Under Secretary (PRUNE)	DOA	Under Sec. for Inter. Affairs & Commodity Programs	SES/NA		Policy implications	Key Deputy	2	
Deputy Secretary (PRUNE)	DOC	Office of the Deputy Secretary	PAS	Serves as the principal deputy of the Secretary, performing continuing and special duties as the Secretary may assign.	Needed for 100 Day Policy Package formulation	Key Deputy	2	Rockwell Schnabel
Under Secretary for Economic Affairs (PRUNE)	DOC	Economic Affairs	PAS	Advises Secretary on economic development and forecast matters and on the development of macro and microeconomic policy. Manages the Census Bureau.	Needed for 100 Day Policy Package formulation	Key Deputy	2	J. Villano

Under Secretary for International Trade (PRUNE)	DOC	International Trade Administration	PAS	Manages federal programs grouped under the International Trade Administration to assist the development of non-agricultural U.S. international trade and to apply anti-dumping and countervailing laws and other import controls.	Ongoing Negotiations (NAFTA, GATT), and Major economic issues	Key Deputy	2 Timothy Hauser
Assistant Secretary for Import Administration	DOC	Assistant Secretary for Import Administration	PAS	Defends American industry against unfair trade practices. Ensures the proper administration of foreign trade zones and administers programs governing the importation of strategic industrial resources.	Ongoing Negotiations (NAFTA, GATT), and Major economic issues	Key Deputy	2 Alan Dunn
Assistant Secretary for International Economic Policy	DOC	Assistant Secretary for International Economic Policy	PAS	Advises Secretary on implementation of international economic policies. Monitors in depth commercial and economic situations in other countries.	Ongoing Negotiations (NAFTA, GATT), and Major economic issues	Key Deputy	2 Thomas Duesterberg
Under Secretary For Export Administration (PRUNE)	DOC	Bureau of Export Administration	PAS	Enforces policy against trade boycotts. Formulates and administers U.S. export control policy. Manages the interagency export control decision-making process.	Ongoing Negotiations (NAFTA, GATT), and Major economic issues	Key Deputy	2 Joan McEntee

Deputy Secretary of Defense (PRUNE)	DOD	Office of the Deputy Secretary	PAS	Serves as chief operating officer of the Defense department. Assists the secretary in directing the operations of the U.S. defense establishment. Seeks to maintain a broad network of working relationships with the Congress.	Needed for 100 Day Policy Package formulation	Key Deputy	2	Donald J. Atwood, Jr.
Assistant to the Secretary of Defense for Atomic Energy	DOD	Assistant to the Secretary of Defense for Atomic Energy	PAS		National Security implications	Key Deputy	2	Dr. John Birely
Under Secretary for Policy (PRUNE)	DOD	Under Secretary for Policy	PAS	Advises on matters of international security policy including NATO, foreign military sales, arms limitation agreements, regional security and intelligence analysis.	Needed for 100 Day Policy Package formulation	Key Deputy	2	Paul Wolfowitz
Assistant Secretary for Command, Control, Communications and Intelligence (PRUNE)	DOD	Assistant Secretary for Command, Control, Communications and Intelligence	PAS	Advises on matters of C3I including policy, priorities, resources and programs. Develops counterintelligence policies and coordinates their implementation.	National Security implications	Key Deputy	2	Duane Andrews
Assistant Secretary for Legislative Affairs (PRUNE)	DOD	Assistant Secretary for Legislative Affairs	PAS	Maintains direct liaison with Congress. Monitors departments' legislative agenda. Represents department in congressional hearings.	Needed for 100 Day Policy Package formulation	Key Deputy	2	

Assistant Secretary for Program Analysis and Evaluation (PRUNE)	DOD	Assistant Secretary for Program Analysis and Evaluation	PAS	Develops force planning models, and programs upon which system acquisition and resource allocation are based. Analyzes forces in relation to threat, objectives and constraints.	National Security implications	Key Deputy	2	David Chu
Director, Strategic Defensive and Theater Nuclear Forces	DOD	Program Analysis and Evaluation	SES/CA		National Security implications	Key Administrator	2	
Under Secretary of the Air Force (PRUNE)	AIR FORCE	Under Secretary of the Air Force	PAS	Acts as principal assistant to Secretary with full authority of the Secretary on all affairs of the department.	National Security implications and 100 Policy Package formulation	Key Deputy	2	Anne Foreman
Assistant Secretary, Manpower, Reserve Affairs, Installations, and Environment	AIR FORCE	Assistant Secretary, Manpower, Reserve Affairs, Installations, and Environment	PAS	Provides guidance on matters pertaining to formulation, review, and execution of plans relating to manpower, reserve component affairs, installations and health policies.	Defense Conversion major policy concern	Key Deputy	2	Jerome Cooper
Assistant Secretary and Comptroller	AIR FORCE	Assistant Secretary, Financial Management and Comptroller of the Air Force	PAS	Directs financial activities of department, ensures that financial systems comply with Comptroller standards. Prepares budget and supervises asset management systems.	Budget implications	Key Deputy	2	Michael Donley

Assistant Secretary- Space	AIR FORCE	Assistant Secretary, Space	PAS	Formulates, reviews and executes plans, policies and programs relating to space.	National Security implications (SDI)	Key Deputy	2	Martin Faga
Under Secretary of the Army (PRUNE)	ARMY	Office of the Under Secretary	PAS		National Security implications and 100 Policy Package formulation	Key Deputy	2	John Shannon
Assistant Secretary for Financial Management (PRUNE)	ARMY	Assistant Secretary for Financial Management	PAS		Budget implications	Key Deputy	2	Douglas Brook
Assistant Secretary for Installations, Logistics and Environment	ARMY	Assistant Secretary for Installations, Logistics and Environment	PAS		Policy and issue concerns	Key Deputy	2	Susan Livingstone
Assistant Secretary for Manpower and Reserve Affairs	ARMY	Assistant Secretary for Manpower and Reserve Affairs	PAS		Defense Conversion major policy concern	Key Deputy	2	William Clark
Assistant Secretary for Research, Development and Acquisition (PRUNE)	ARMY	Assistant Secretary for Research, Development and Acquisition	PAS		Policy and issue concerns	Key Deputy	2	Stephen Conner

Under Secretary of the Navy (PRUNE)	NAVY	Office of the Under Secretary of the Navy	PAS	Acts as the deputy and principal assistant to the Secretary. Acts with full authority of the Secretary in the management of the department and supervises the offices as assigned by the Secretary.	National Security implications and 100 Policy Package formulation	Key Deputy	2	J. Howard
Assistant Secretary for Installations and Environment	NAVY	Assistant Secretary for Installations and Environment	PAS	Provides oversight of all areas of real estate and facilities. Controls hazardous waste and monitors health concerns.	Policy and issue concerns	Key Deputy	2	
Assistant Secretary for Manpower and Reserve Affairs	NAVY	Assistant Secretary for Manpower and Reserve Affairs	PAS	Supervises manpower and reserve component affairs including administration of affairs related to military personnel. Supervises the Naval Council of Personnel Board.	Defense Conversion major policy concern	Key Deputy	2	Barbara Pope
Assistant Secretary for Research, Development and Acquisition	NAVY	Assistant Secretary for Research, Development and Acquisition	PAS	Develops acquisition policies for research, development and production. Ensures compliance with procurement specification policy, procedures and matters concerning contract integrity and accountability.	Policy and issues concern	Key Deputy	2	Gerald Cann
Chief of Naval Personnel and Deputy Chief of Naval Operations	NAVY	Chief of Naval Personnel and Deputy Chief of Naval Operations	PAS		Defense Conversion major policy concern	Key Deputy	2	Adm. Frank Kelso

Assistant Secretary and Comptroller	NAVY	Assistant Secretary for Financial Management and Comptroller	PAS	Develops policies to obtain financial resources and operate financial systems including budgeting, accounting, disbursement, financing and reporting.	Budget implications	Key Deputy	2	Robert McCormack
Deputy Secretary (PRUNE)	ED	Office of the Deputy Secretary	PAS	Takes an authoritative role in policy development for the department, in consultation with the secretary.	Needed for 100 Day Policy Package formulation; Education a major issue of new Administration	Key Deputy	2	David Kearns
Assistant Secretary for Legislation and Congressional Affairs	ED	Assistant Secretary for Legislation and Congressional Affairs	PAS		Needed for 100 Day Policy Package formulation; Education a major issue of new Administration	Key Deputy	2	B. Okun
Deputy Secretary (PRUNE)	DOE	Office of the Deputy Secretary	PAS	Acts as CEO for department. Acts as secretary when required. Supervises and supports budget in Congress. Represents department in interagency discussions	Needed for 100 Day Policy Package formulation; Reorganization of Energy a major policy issue	Primary Deputy	2	Linda Stuntz
Under Secretary (PRUNE)	DOE	Office of the Under Secretary	PAS	Oversees management of design, storage and disposal of nuclear weapons. Works with other agencies involved in the production of nuclear weapons. Coordinates research in biological and physical sciences	Needed for 100 Day Policy Package formulation; Reorganization of Energy a major policy issue	Key Deputy	2	Tom Handrickson

Assistant Secretary for Congressional and Intergovernmental Affairs	DOE	Assistant Secretary for Congressional and Intergovernmental Affairs	PAS		Needed for 100 Day Policy Package formulation; Reorganization of Energy a major policy issue	Key Deputy	2	Gregg Ward
Assistant Secretary for Defense Programs (PRUNE)	DOE	Assistant Secretary for Defense Programs	PAS	Directs nuclear weapons research, design, development and production. Works with the NSC and DOD forming Presidential directives governing said programs. Maintains contact with industrial, environmental and scientific communities.	National Security implications	Key Deputy	2	Richard Claytor
Deputy Secretary (PRUNE)	HHS	Office of the Deputy Secretary	PAS		Needed for 100 Day Policy Package formulation; Health policy overtones	Primary Deputy	2	Kevin Moley
Assistant Secretary for Legislation (PRUNE)	HHS	Assistant Secretary for Legislation	PAS		Needed for 100 Day Policy Package formulation	Key Deputy	2	Steven Kelmer
Administrator- Health Care Financing Administration (PRUNE)	HHS	HCFA- Office of the Administrator	PAS	Assists in policy and management of Medicare and Medicaid. Reviews performance of carriers. Explores new ideas for providing healthcare.	Needed for 100 Day Policy Package formulation; Universal Health Care Proposals	Primary Deputy	2	William Toby (A)

Assistant Secretary- Public Health Service (PRUNE)	HHS	Public Health Service- Assistant Secretary for Health	PAS	Directs the work of the public health service. Develops national health objectives. Advises secretary on national public health policy.	Needed for 100 Day Policy Package formulation	Key Deputy	2	
Surgeon General (PRUNE)	HHS	Public Health Service- Assistant Secretary for Health and Office of the Surgeon General	PAS		Visible Advocate for Administration. Emphasis on AIDS Policies.	Key Policy Advocate	2	Antonia C. Novello, MD
Commissioner of Social Security Administration (PRUNE)	HHS	SSA- Office of the Commissioner	PAS		Tremendous backlog of claims not being processed is currently in the news.	Primary Deputy	2	Gwendolyn King
Assistant Secretary for Administration	HUD	Assistant Secretary for Administration	PAS		Needed for 100 Day Policy Package formulation	Key Deputy	2	Jim Terro
Assistant Secretary for Housing (PRUNE)	HUD	Federal Housing Commissioner	PAS		Key Policy implications	Primary Deputy	2	Arthur Hill

Assistant Secretary for Congressional and Intergovernmental Relations (PRUNE)	HUD	Congressional and Intergovernmental Relations	PAS	Leads in getting legislative and appropriation requests enacted. Assists in developing required legislation. Oversees state and city government relationships. Leads budget functions of legislative office.	Needed for 100 Days Policy Package formulation	Key Deputy	2	Russel Paul
Assistant Secretary for Policy Development and Research	HUD	Assistant Secretary for Policy Development and Research	PAS		Key Policy implications Needed for 100 Days Policy Package formulation, and policy implications	Key Deputy	2	John Weicher
Deputy Secretary (PRUNE)	DOI	Office of the Deputy Secretary	PAS			Key Deputy	2	Frank Bracken
Deputy Attorney General (PRUNE)	DOJ	Office of the Deputy Attorney General	PAS		Needed for 100 Days Policy Package formulation; Crime and Brady Bills	Primary Deputy	2	George Terwilliger
Principal Associate Deputy Attorney General (PRUNE)	DOJ	Office of the Deputy Attorney General	SES/NA	Assists in policy formulation. Mediates internal differences on policy and operations. Manages budget preparation.	Major Policy implications	Key Deputy	2	
Assistant Attorney General- Office of Legislative Affairs (PRUNE)	DOJ	Office of Legislative Affairs	PAS		Needed for 100 Days Policy Package formulation	Key Deputy	2	W. Lee Rawls

Assistant Attorney General- Antitrust Division (PRUNE)	DOJ	Antitrust Division	PAS	Encourages competitive markets. Represents department on interagency matters. Works with other governments. Manages Anti-trust Division.	Key economic and business implications	Key Deputy	2 Charles James
Assistant Attorney General- Civil Rights Division (PRUNE)	DOJ	Civil Rights Division	PAS	Enforces civil rights laws. Coordinates public positions on civil rights. Acts as administrations spokesman on civil rights. Directs activities of division's seven units.	Putting People First	Key Deputy	2 John Dunne
Assistant Attorney General of Criminal Division (PRUNE)	DOJ	Criminal Division	PAS	Directs enforcement of federal criminal laws. Coordinates efforts against terrorism and narcotics. Recommends statute revisions. Manages criminal division's 400 lawyers.	Needed for 100 Days Policy Package formulation; domestic security issue	Key Deputy	2 Robert Mueller
Assistant Attorney General- Environment and Natural Resources Division (PRUNE)	DOJ	Environment and Natural Resources Division	PAS	Represents U.S. in litigation involving environmental and public land issues. Recommends revisions in land and natural resources legislation. Provides administrative management to the division.	Needed for 100 Days Policy Package formulation	Key Deputy	2 Vicki O'Meara
Assistant Attorney General- Tax Division	DOJ	Tax Division	PAS		Needed for 100 Days Policy Package formulation (Taxes)	Key Deputy	2 James Bruton

Administrator- Drug Enforcement Administration	DOJ	DEA	PAS		Domestic and international security issues	Key Administrator	2	Robert Bonner
Deputy Secretary (PRUNE)	DOL	Office of the Deputy Secretary	PAS	Manages day to day operations. Advise on police issues. Oversees role as program developer and enforcer. Acts as spokesperson.	Needed for 100 Days Policy Package formulation; Key policy implications	Primary Deputy	2	Delbert Spurlock
Assistant Secretary- Congressional Affairs	DOL	Assistant Secretary- Congressional Affairs	PAS		Needed for 100 Days Policy Package formulation	Key Deputy	2	Frances McNaught
Assistant Secretary- Employment and Training Administration (PRUNE)	DOL	Employment and Training Administration	PAS	Provides policy direction to Employment and Training Administration(ETA). Monitors programs funded by ETA. Advises on matters of employment and training policy.	Job training a major campaign theme; Economic implications	Key Deputy	2	Roberts Jones
Deputy Secretary of Transportation (PRUNE)	DOT	Office of the Deputy Secretary of Transportation	PAS		Needed for 100 Days Policy Package formulation	Primary Deputy	2	Arthur Rothkoff
Assistant Secretary for Governmental Affairs (PRUNE)	DOT	Assistant Secretary for Governmental Affairs	PAS		Needed for 100 Days Policy Package formulation	Key Deputy	2	Michael Toohey

Assistant Secretary for Policy and International Affairs	DOT	Assistant Secretary for Policy and International Affairs	PAS		Important and topical economic concern (Foreign interest in domestic airline carriers)	Key Deputy	2	Jeffrey Shane
Deputy Secretary of the Treasury (PRUNE)	TREAS	Office of the Deputy Secretary of the Treasury	PAS		Needed for 100 Days Policy Package formulation	Primary Deputy	2	John Robson
Under Secretary for International Affairs	TREAS	Under Secretary for International Affairs	PAS		Economic implications	Key Deputy	2	David Mulford
Under Secretary for Finance (PRUNE)	TREAS	Under Secretary for Finance	PAS		Economic implications	Key Deputy	2	Jerome Powell
Assistant Secretary for Domestic Finance (PRUNE)	TREAS	Assistant Secretary for Domestic Finance	PAS		Needed for 100 Days Policy Package formulation	Key Deputy	2	John Dugan
Assistant Secretary for Enforcement	TREAS	Assistant Secretary for Enforcement	PAS		Economic implications	Key Deputy	2	Peter Nunez
Assistant Secretary for Legislative Affairs	TREAS	Assistant Secretary for Legislative Affairs	PAS		Needed for 100 Days Policy Package formulation	Key Deputy	2	Mary Sophos
Assistant Secretary for Tax Policy (PRUNE)	TREAS	Assistant Secretary for Tax Policy	PAS		Needed for 100 Days Policy Package formulation; Key economic issue	Key Deputy	2	Fred Goldberg

Deputy Secretary	VA	Office of the Deputy Secretary	PAS		Key Policy Issues	Primary Deputy	2	Anthony Principi
Assistant Secretary for Congressional and Intergovernmental Affairs	VA	Assistant Secretary for Congressional and Intergovernmental Affairs	PAS		Congressional Affairs	Key Deputy	2	Dennis Duffy
Assistant to the President for Communications	The White House	Office of Communications	PA		Cabinet	Key Deputy	2	Margaret Tutwiler
Assistant to the President for Management and Administration	The White House	Office of Management and Administration	PA		Management Administration	Key Administrator	2	Timothy McBride
Counsel to the President	The White House	Office of the Counsel	PA		Needed for 100 Day Legislative Package	Key Legal Advisor	2	C. Boyden Gray
Assistant to the President for Legislative Affairs	The White House	Office of Legislative Affairs	PA		Needed for 100 Day Legislative Package	Key Deputy	2	Nicholas Calio

Assistant to the President and Director of Presidential Personnel	The White House	Presidential Personnel	PA		Set stage for all key personnel decisions	Key Administrative Personnel	2	Constance Horner
US Trade Representative	Exec. Office of the Pres.	Office of the US Trade Representative	PAS		Ongoing negotiations (GATT, NAFTA, China)	Key Deputy	2	Carla Hills
Administrator-Environmental Protection Agency (PRUNE)	EPA	EPA- Office of the Administrator	PAS		Major regulatory concern	Primary Advisor	2	William K. Reilly

POSITION	AGENCY	OFFICE	TYPE	DESCRIPTION	COMMENTS	CRITERIA	RANK	CURRENT OFFICE HOLDER
Under Secretary for Economic and Agricultural Affairs	DOS	Under Secretary for Economic and Agricultural Affairs	PAS	Specific areas for which the Under Secretary is responsible include international trade, agriculture, energy, finance, transportation, and relations with developing countries.	NAFTA USED	Key Personnel	3	Vacant
Senior Representative for Strategic Technology Policy	DOS	Under Secretary for International Security Affairs	PAS			Important policy issue	3	E. Allen Wendt
Director General and Director of Personnel	DOS	Director General of the Foreign Service	PAS			Key Admin. Personnel	3	Vacant
Inspector General (PRUNE)	DOA	Inspector General	PAS		Continuation of ongoing Iraq-Gate scandal	Key Administrative Personnel	3	Leon Snead

Assistant Secretary for Marketing and Inspection Services (PRUNE)	DOA	Assistant Secretary for Marketing and Inspection Services	PAS	Directs a seven-part program providing regulation and inspection of agricultural food products. Speaks for the administration on policy issues involving farm product inspection and marketing services.	Key regulatory implications tied closely to economics and trade	Key Regulatory Personnel	3	JoAnn Smith
Assistant Secretary-Science and Education Administration (PRUNE)	DOA	Science and Education Administration	PAS		Science and education major thrust of new Administration	Administrator of major concern of new Administration	3	
Under Secretary-Technology Administration	DOC	Economic Affairs-Technology Administration	PAS		Science and education major thrust of new Administration	Administrator of major concern of new Administration	3	Robert White
Under Secretary for Oceans and Atmosphere (PRUNE)	DOC	National Oceanic and Atmospheric Administration (NOAA)	PAS	Supervises the operations of the National Oceanic and Atmospheric Administration. This agency is broadly engaged in studying and reporting on the earth's marine waters, resources, atmosphere, environment, and weather.	Environment major thrust of new Administration	Administrator of major concern of new Administration	3	John Knauss
Under Secretary for Acquisition (PRUNE)	DOD	Under Secretary for Acquisition	PAS	Supervises the acquisition activities of DOD. Chairs the Defense Acquisition Board. Formulates policy for the oversight of defense contractors.	Day-to-day oversight with major budget implications	Key Administrative Personnel	3	Donald Yockey

Assistant Secretary for Force Management and Personnel	DOD	Assistant Secretary for Force Management and Personnel	PAS	Manages programs relating to attraction and retention of personnel, compensation, career development, morale and discipline. Does force structure analysis as related to manpower requirements.		Key Administrative Personnel	3	Christopher Jehn
Assistant Secretary for Acquisition (PRUNE)	AIR FORCE	Office of the Assistant Secretary for Acquisition	PAS	Formulates acquisition policy. Responsible for decisions relating to acquisition of weapons systems and C3I supporting them. Manages the planning and execution of weapons systems.	Day-to-day oversight with major budget implications	Key Administrative Personnel	3	Daniel Rak
Assistant Secretary for Postsecondary Education (PRUNE)	ED	Assistant Secretary for Postsecondary Education	PAS	Designs and implements higher education programs through loans and grant aid to students, and assistance to institutions in the areas of instruction, resources, and construction.	National Service Trust Fund a major Clinton proposal	Key Policy Position	3	Dr. Carolyn Reid-Wallace
Assistant Secretary for Educational Research and Improvement (PRUNE)	ED	Assistant Secretary for Educational Research and Improvement	PAS		Education a major issue of new Administration	Key Policy Position	3	Diane Ravitch
Assistant Secretary for Elementary and Secondary Education	ED	Assistant Secretary for Elementary and Secondary Education	PAS		Education a major issue of new Administration	Key Policy Position	3	John MacDonald
Assistant Secretary for Vocational and Adult Education	ED	Assistant Secretary for Vocational and Adult Education	PAS		Retraining of the American work force a major issue of new Administration	Key Policy Position	3	Helen Brand

Assistant Secretary for Environment, Safety and Health (PRUNE)	DOE	Assistant Secretary for Environment, Safety and Health	PAS		Public Safety, Health and Environment concerns	Key Policy Position	3	Dr. Paul Ziemer
Assistant Secretary and Director of the Office of Environmental Restoration and Waste Management	DOE	Office of Environmental Restoration and Waste Management	PAS		Public Safety, Health and Environment concerns	Key Policy Position	3	Leo Duffy
Assistant Secretary for Fossil Energy (PRUNE)	DOE	Assistant Secretary for Fossil Energy	PAS		Domestic Security implications; Environmental overtones	Key Policy Position	3	James Randolph
Assistant Secretary for Nuclear Energy (PRUNE)	DOE	Assistant Secretary for Nuclear Energy	PAS		Domestic Security implications; Environmental overtones	Key Policy Position	3	William Young
Director of Office of Civilian Radioactive Waste Management (PRUNE)	DOE	Office of Civilian Radioactive Waste Management	PAS		Domestic Health implications and regulatory policy	Key Policy Position	3	John Bartlett

Assistant Secretary of Administration for Children and Families	HHS	Administration for Children and Families	PAS		Major campaign theme	Key Policy Position	3	
Administrator of Alcohol, Drug and Mental Health Administration (PRUNE)	HHS	Public Health Service- Alcohol, Drug Abuse and Mental Health Administration Office of the Administrator	PAS		All major Public Health problems facing this country	Major Policy Advocate	3	Dr. Elaine Johnson
Commissioner- Food and Drug Administration (PRUNE)	HHS	FDA- Office of the Commissioner	PAS		Interaction with Pharmaceutical Companies. Speed access for AIDS patients.	Key Regulatory Personnel	3	David A. Kessler, MD
Assistant Secretary for Fish and Wildlife and Parks	DOI	Assistant Secretary for Fish and Wildlife and Parks	PAS		<i>* 1st 100 days - Ernest Summit</i> Environment a major theme of campaign	Key Regulatory Personnel	3	John Hayden
Assistant Secretary for Indian Affairs (PRUNE)	DOI	Assistant Secretary for Indian Affairs	PAS	Develops policies to strengthen Indian self determination. Acts as spokesman for Indian affairs. Directs Bureau of Indian Affairs.	Health Concerns, People First	Key Administrative Personnel	3	Eddie Brown

Assistant Secretary for Land and Minerals Management (PRUNE)	DOI	Assistant Secretary for Land and Minerals Management	PAS	Directs programs for management of public land and resources. Manages leasing of off-shore areas. Oversees operations of Bureau of Land Management..	Environment a major theme of campaign	Key Regulatory Personnel	3	David O'Neal
Assistant Secretary for Territorial and International Affairs	DOI	Assistant Secretary for Territorial and International Affairs	PAS		Security and Economic overtones	Major Deputy	3	Stella Guerra
Assistant Secretary for Water and Science (PRUNE)	DOI	Assistant Secretary for Water and Science	PAS	Develops policies to manage water and mineral resources. Integrate said programs in government. Oversees budget preparation and negotiation.	Environment a major theme of campaign; Health implications	Key Regulatory Personnel	3	John Sayre
Solicitor General (PRUNE)	DOJ	Office of the Solicitor General	PAS	Represents executive branch before Supreme Court. Selects cases for court. Approves appeal decisions.	Ongoing legal and policy concerns	Key Legal Advocate	3	Kenneth Starr

Assistant Attorney General of Office of Legal Counsel (PRUNE)	DOJ	Office of Legal Counsel	PAS		Ongoing legal and policy concerns	Key Legal Advocate	3	Timothy Flanigan
Assistant Secretary-Employment Standards Administration (PRUNE)	DOL	Employment Standards Administration	PAS	Establishes programs to maintain standards of employment. Develops programs to support said programs. Directs Employment Standards Administration.	Major economic and Cities issue	Major Deputy	3	Cari Dominguez
Assistant Secretary-Occupational Safety and Health Administration (OSHA) (PRUNE)	DOL	OSHA- Office of the A.S.	PAS	Administers provisions of OSHA act. Develop related health regulations. Formulates policy for these operations. Oversees administrative operations of OSHA.	Public health and safety concerns	Major Deputy	3	Dorothy Strunk
Administrator Federal Aviation Administration (PRUNE)	DOT	FAA- Office of the Administrator	PAS	Directs activities of the FAA. Oversees rules governing aircraft and safety. Allocates resources for airport development. Ensures adequate equipment and personnel. Speaks for U.S. aviation policy.	Major public safety concern	Key Regulatory Deputy	3	Gen. Thomas Richards
Deputy Administrator-FAA (PRUNE)	DOT	FAA- Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	Barry Harris

Administrator- Federal Highway Administration (PRUNE)	DOT	FHA-Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	Thomas Larson
Administrator- Federal Railroad Administration (PRUNE)	DOT	FRA- Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	Gilbert Carmichael
Maritime Administrator and Chairman, Maritime Subsidy Board (PRUNE)	DOT	Maritime Admin-Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	Capt. Warren Leback
Administrator- National Highway Traffic Safety Administration (PRUNE)	DOT	NHTSA- Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	Marion Blakely
Administrator- Urban Mass Transportation Administration (PRUNE)	DOT	Urban Mass Transportation Administration- Office of the Administrator	PAS		Major public safety concern	Key Regulatory Deputy	3	

Commissioner- Internal Revenue Service (PRUINE)	TREAS	IRS- Office of the Commissioner	PAS		Issue of ongoing concern	Key Administration Personnel	3	Shirley Peterson
Chief Medical Director	VA	Veterans Health Administration	PAS		Putting People First; Health concern issue	Key Administrative Personnel	3	Dr. James Holsinger
Assistant to the President and Director of the Office of National Service	The White House	Office of National Service	PA		Major campaign theme (National Service Trust Fund)	Major Policy Advocate	3	C. Gregg Petersmeyer
Director- Office of National Drug Control Policy	Exec. Office of the Pres.	Office of National Drug Control Policy	PAS		Domestic security and public health issue	Major Policy Advocate	3	Robert Martinez
Deputy Assistant to the President and Director of White House Operations	The White House	Office of the President	PA			Key Administrative Personnel	3	Rose Zamaria
Director- Federal Emergency Management Agency	FEMA	Office of the Director- Federal Emergency Management Agency	PAS		Putting People First; issue of topical concern; ongoing public focus	Key Administrative Personnel	3	Wallace Stickney

<i>Administrator-NASA (PRUNE)</i>	<i>NASA</i>	<i>Office of the Administrator- NASA</i>	<i>PAS</i>		<i>Technology a key campaign theme</i>	<i>Key Administrator</i>	<i>3</i>	<i>Daniel Goldin</i>
<i>Director- National Science Foundation</i>	<i>NSF</i>	<i>National Science Foundation</i>	<i>PAS</i>		<i>Technology a key campaign theme</i>	<i>Key Administrator</i>	<i>3</i>	<i>Walter Massey</i>
<i>Director- Office of Personnel Management</i>	<i>OPM</i>	<i>Office of the Director- OPM</i>	<i>PAS</i>		<i>Personnel policy implications</i>	<i>Key Administrative Personnel</i>	<i>3</i>	<i>Douglas Brook (A)</i>
<i>Administrator- Small Business Administration</i>	<i>SBA</i>	<i>Small Business Administration</i>	<i>PAS</i>		<i>Ongoing issues of public concern (L.A. riots, Hurricane Andrew)</i>	<i>Director of Office of Great Public Concern</i>	<i>3</i>	<i>Patricia Salti</i>

POSITION	AGENCY	OFFICE	TYPE	DESCRIPTION	COMMENTS	CRITERIA	RANK	CURRENT OFFICE HOLDER
Deputy Assistant Secretary for Refugee Admissions	DOS	Bureau of Refugee Programs	SES/NA	Operates U.S. refugee programs overseas in cooperation with other agencies. This includes relief and repatriation of refugees.	Issue now in news concerning refugees in Bosnia and what to do. Haiti still reoccurring issue.	Director of Office of Great Public Concern	4	
Chief, Forest Service (PRUNE)	DOA	Deputy Sec.- Forest Service	SES/CA	Oversees department that manages 156 national forests, 19 national grasslands, and 15 land utilization projects on 191 million acres in 44 states.	Environment a major concern.	Director of Office of Great Public Concern	4	
Administrator- Farmers Home Administration (PRUNE)	DOA	Farmers Home Administration	PAS	Provides credit to those in rural areas unable to get credit. Provides emergency loans to farmers and ranchers for losses due to disaster.		Director of Office of Great Public Concern	4	LaVerne Ausman
Administrator- Rural Electrification Administration	DOA	Rural Electrification Admin.	PAS	Assists rural electric and telephone utilities in obtaining financing. Develops plans to install telephone service in rural areas.	Putting People First- Infrastructure Issue	Director of Office of Great Public Concern	4	James Huff

Assistant Secretary for Food and Consumer Services (UNE)	DOA	Assistant Secretary for Food and Consumer Services	PAS	Takes a leading part in articulating food programs. Administers food and consumer programs.	Putting People First- Health Implications	Director of Office of Great Public Concern	4	Ann Chadwick
Administrator- Agricultural Stabilization and Conservation Service (PRUNE)	DOA	Agricultural Stabilization and Conservation Service	SES/NA	Administers commodity land use programs designed for voluntary production adjustment. Assist farmers in aid for feed purchases due to disaster. Implement cost sharing for tree farm production.	Environment major policy concern of new Administration	Administrator of Office of Great Public Concern	4	
Administrator, Foreign Agriculture Service (PRUNE)	DOA	Foreign Agriculture Service	SES/NA	Promotes the sale of U.S. goods overseas through trade officers. Organizes trade fairs for U.S. goods. Works to reduce foreign trade barriers.	Related to ongoing GATT and NAFTA negotiations	Administrator of Office of Great Public Concern	4	
Deputy Under Secretary (PRUNE)	DOA	Under Sec. for Small Community & Rural Devel	SES/NA		Putting People First- Infrastructure	Administrator of Office of Great Public Concern	4	

Administratore- Food and Nutrition Service (PRUNE)	DOA	Food and Nutrition Service	SES/NA	Administer program to make food assistance available to those who need it.	Putting People First- Health implications	Administrator of Office of Great Public Concern	4	
Assistant Secretary and Commissioner of Patents and Trademarks (PRUNE)	DOC	Patent and Trademark Office	PAS	Supervises the examination and processing of patent and trademark applications currently totaling 138,000 annually. The issuance of about 80,000 design, plant and utility patents and 56,000 trademarks each year.	Intellectual Property a major domestic and international concern	Administrator of concerns with economic implications of new Administration	4	Douglas Comer
Director of Defense Procurement	DOD	Director of Defense Procurement	PAS	Acts as principal advisor for matters relating to acquisition, research and development. Supervises performance of entire DOD acquisition system.	Day-to-day oversight with major budget implications	Major Administrative Personnel	4	Eleanor Spector
Director of Defense Research and Engineering (PRUNE)	DOD	Director of Defense Research and Engineering	PAS	Advises on matters of scientific and technical consequence, research and development of weapons systems. Monitors compliance of research with national security objectives.	Day-to-day oversight of ongoing projects	Major Administrative Personnel	4	Dr. Victor Reis

Director for Operational Test and Evaluation (PRUNE)	DOD	Director for Operational Test and Evaluation	PAS	Prescribes policies for operational test and evaluation within department. Ensures operational test plans for major systems before it proceeds beyond a low rate of production. Ensures adherence of test plans to approved policies.	Day-to-day oversight with budgetary and operational concerns	Major Administrative Personnel	4	Dr. Robert Duncan
Inspector General (PRUNE)	DOD	The Inspector General for the DOD	PAS	Serves as independent official responsible for investigations relating to DOD . Promotes efficiency, fights fraud and informs Congress of deficiencies.	Fraud issues topical and of major concern	Major Administrative Personnel	4	Vacant
Director of the Office of Energy Research	DOE	Office of Energy Research	PAS		Alternative fuels a major part of proposed energy policy	Major Administrative Personnel	4	Dr. William Happer
Commissioner of Administration on Aging (PRUNE)	HHS	Administration on Aging	PAS		Important issues face this constituency	Major Policy Personnel	4	Dr. Joyce Berry
Director, Office of Prepaid Health Care	HHS	HCFA- Office of Prepaid Health Care	SES/NA		Major Policy theme	Director, Office of Great Public Concern	4	

Director of National Institutes of Health (PRUNE)	HHS	NIH- Office of the Director	PAS		Health Implications	Director of Office of Great Public Concern	4	Dr. Bernadine Healy
Director- National Cancer Institute (PRUNE)	HHS	NIH- National Cancer Institute	PA		Health Implications	Director of Office of Great Public Concern	4	Dr. Samuel Broder
Assistant Secretary for Community Planning and Development (PRUNE)	HUD	Assistant Secretary for Community Planning and Development	PAS	Administers programs to further restoration of inner cities. Formulates policy and regulations for said programs. Correlates implementation with related agencies.	Key Cities issue	Major Administration Personnel	4	Randall Erben
Assistant Secretary for Fair Housing and Equal Opportunity	HUD	Assistant Secretary for Fair Housing and Equal Opportunity	PAS		Key Cities issue	Major Administration Personnel	4	Gordan Mansfield

Deputy Assistant Secretary for Multifamily Housing Programs (PRUNE)	HUD	Federal Housing Commissioner- Deputy Assistant Secretary for Multifamily Housing Programs	SES/NA		Key Cities issue	Major Administration Personnel	4	
Director- National Park Service	DOI	National Park Service	SES/NA		Environmental implications	Director of Office of Great Public Concern	4	
Director of US Fish and Wildlife Service (PRUNE)	DOI	US Fish and Wildlife Service	PAS		Environmental implications	Director of Office of Great Public Concern	4	John Turner
Director of Bureau of Land Management (PRUNE)	DOI	Bureau of Land Management	PAS		Environmental and economic overtones	Director of Office of Great Public Concern	4	Cy Jamison
Director of Office of Surface Mining (PRUNE)	DOI	Office of Surface Mining	PAS		Environmental and economic overtones	Director of Office of Great Public Concern	4	Harry Snyder

Commissioner- Immigration and Naturalization Service	DOJ	Immigration and Naturalization Service	PAS		Key Cities issue	Major Administrator Personnel	4	Gene McNary
Chairman- US Parole Commission	DOJ	US Parole Commission	PAS		Public Safety and Concern issue	Major Administrator Personnel	4	
Administrator- Office of Juvenile Justice and Delinquency Prevention	DOJ	Office of Juvenile Justice and Delinquency Prevention	PAS		Public Safety and Concern issue; Key Cities issue	Major Administrator Personnel	4	Gerald Regier
Director- Women's Bureau	DOL	Women's Bureau	PAS		Major campaign theme	Director of Office of Great Public Concern	4	Elsie Vertanian
Director-ACTION	ACTION	ACTION-Office of the Director	PAS		Domestic policy concerns	Major Administrative Personnel	4	Jane Kenny

<i>Administrator</i>	<i>AID (AGEN. FOR INTER. DEVEL)</i>	<i>Office of the Administrator</i>	<i>PAS</i>		<i>Foreign policy issue</i>	<i>Major Administrative Personnel</i>	<i>4</i>	<i>Ronald Roskens</i>
<i>Deputy Administrator- EPA (PRUNE)</i>	<i>EPA</i>	<i>EPA- Office of the Deputy Administrator</i>	<i>PAS</i>		<i>Deputy of key regulatory advisor</i>	<i>Major Administrative Personnel</i>	<i>4</i>	
<i>Director- Office of Government Ethics</i>	<i>OGE</i>	<i>Office of Government Ethics</i>	<i>PAS</i>		<i>Sets tone for Administration as a whole</i>	<i>Director of Office of Great Public Concern</i>	<i>4</i>	<i>Stephen Potts</i>