

File Correspondence

THE WHITE HOUSE
WASHINGTON

July 14, 1993

MEMORANDUM FOR MARGARET A. WILLIAMS
CHIEF OF STAFF
FOR THE FIRST LADY

FROM: KELLY H. CARNES
ACTING DIRECTOR OF CORRESPONDENCE
FOR THE FIRST LADY

SUBJECT: RECOMMENDATIONS FOR FIRST LADY'S CORRESPONDENCE
OPERATION

As we discussed in our meeting yesterday, following are my recommendations for making the First Lady's correspondence unit operate more effectively and efficiently:

1. Integrate our data entry function with the Correspondence Department's data entry function. Two full-time positions are needed.

Marsha Scott and I have always believed that integrating the data entry function would be more efficient. However, the data entry unit was not able to accommodate the First Lady's work during the start-up phase. Now that the data entry unit has a trained staff, expanded office space, and a significantly lower volume of Presidential correspondence, I think that unit could accommodate our work. The loss of our data entry slots makes this issue particularly pressing.

2. Add a minimum of two paid staff positions.

To process the current volume of correspondence for the First Lady (1,800 items daily on average during the April-June, 1993 period), a paid staff of five is needed, at a minimum. Each paid staff person should be capable of managing and supervising the ten to twenty volunteers who perform each critical function.

The positions needed are a director, a volunteer coordinator/production manager, a scheduling correspondence manager, a writing manager, and a quality control manager.

3. Obtain one additional medium-sized room in the OEOB.

Room 20 would be the best room for our operation because it is adjacent to our current space and fitted with a connecting door. We now have fifteen to twenty volunteers working at tables in the halls every day. This situation must be resolved within the next few months because it is much too cold during the winter to have people sitting in the halls.

It would not be advisable to address the space problem by moving the operation outside of the White House. It would be much more difficult to recruit and retain volunteers without the appeal of working in the White House.

4. Establish a more professional office environment. It is time to abandon our "campaign-style" operation, and make our office run like a business, even though most of our workers are volunteers.

The following actions are needed to accomplish this objective:

- * Continue our intensive volunteer training program. We have designed a comprehensive one day training course which includes a lecture, a set of written training materials, a self-graded test and individual feedback. Thirty of our long-term volunteers have already received refresher training, and it is showing positive results.

- * Interview and screen prospective volunteers carefully. Now that we have established a reliable volunteer base, we can afford to be more selective.

- * Require volunteers to commit to a regular schedule for a fixed time period. Reach an understanding with each volunteer regarding what functions he or she will perform regularly for the group.

- * Establish a volunteer incentive program. This should include appearances by the First Lady at volunteer events at least every two or three months.

5. Implement a strict quality control program which demands individual responsibility and accountability for work quality.

Quality control has been one of my most serious concerns. With so many people coming and going, it has been difficult to know which individuals have been performing quality work and which have not.

A small, highly trained group should be responsible for "spot checking" the work of our volunteers, and providing individual feedback. Common mistakes should be identified and

announced frequently. Volunteers who cannot perform adequately should be politely asked to perform other tasks.

6. Respond to as much correspondence as possible with letters rather than notecards. The appropriate time to make this change will be when the operation becomes current.

7. Complete an issues and contact database which can be accessed by all of the First Lady's staff.

Preliminary planning has been done for this database, and over 1,000 individuals and organizations have been selected for inclusion. However, we have not yet had sufficient data entry resources to begin creating the database.

We have had discussions with the Quorum (computer contractor) staff regarding our data collection needs and our need for additional terminals and connections in the East Wing, West Wing, Room 100 OEOB and other offices of the First Lady's staff.

cc: Hillary Rodham Clinton
Marsha Scott
Alice Pushkar

THE WHITE HOUSE
WASHINGTON

*File
Correspondence*

March 4, 1994

MEMORANDUM FOR MAGGIE WILLIAMS

FROM: ERICH VADEN
LAURA TAYMAN

THROUGH: MARSHA SCOTT,
DEPUTY ASSISTANT TO THE PRESIDENT
AND DIRECTOR OF CORRESPONDENCE

SUBJECT: OUR MEETING THIS AFTERNOON

As a follow-up to our meeting, we would like to summarize what information we will need next week.

We will need a list of all the White House events that you, Rahm and Susan have identified. Additionally, we will need your help in identifying and organizing individuals for data entry and may need your assistance in getting temporary space for this effort.

THE WHITE HOUSE
WASHINGTON

file
M
"Correspondence"
(Memos)

December 8, 1993

MEMORANDUM FOR MARGARET A. WILLIAMS

FROM: ALICE J. PUSHKAR

1. Recently, when drafting greetings from the First Lady for individuals (for example, 100th birthday celebrations), we have closed with a sentence "The President joins me in sending congratulations on your 100th birthday." Is it correct for the First Lady to say that she is sending greetings from the President as well?

YES ☐

NO ☐

2. Would it be appropriate for an invitation to the First Lady's holiday tea to be sent to Kelly Carnes?

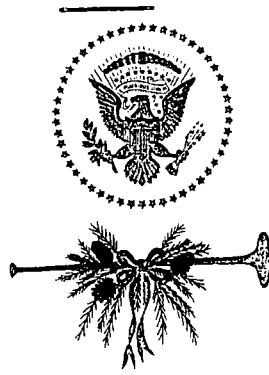
YES ☐

NO ☐

3. Attached is a copy of the card used by the Gift Unit to thank individuals for gifts that do not merit an individualized letter. I have ordered several thousand of these so that we may use them to respond to holiday greetings that require some response, but not a letter. Would you like to have some in case you need them for a similar purpose?

YES ☐

NO ☐



Thank you for your thoughtful remembrance and for sharing the spirit of the holidays with us. May the joy of this season be with you and yours throughout the New Year.

Bill Clinton Hillary Rodham Clinton

THE WHITE HOUSE

WASHINGTON

July 2, 1993

*file
corresp*

Memorandum for Douglas G. Fehrer
White House Personnel Office and
Mary Beck, Personnel Management Division

From: Patsy Thomasson *Patsy Thomasson*
Office of Management and Administration

re: Kelly Carnes

Kelly Carnes has been acting in the role of Director of Correspondence for the First Lady from the early days of this Administration. The Office of the First Lady, in its efforts to make sure that it was spending within its budget, did not employ all of its staff at the salary levels at which the administrator of the office believed was appropriate.

After several weeks of operational results, they determined that they had the necessary resources within their budget to pay the employees the salaries which were equivalent with similar positions within the White House Office.

There was a delay by administrative staff in getting this to the Office of Management and Administration for processing. Subsequent to the initial delays, the request was mistakenly paper clipped with unrelated subject matter and, as a result, was further delayed in the Office of Management and Administration.

Clearly this delay and subsequent adjustment to Kelly Carnes salary should not be "ordinary course of business." Undoubtedly, personnel actions should be made on a timely basis. However, when administrative errors are made, it is clearly unfair to penalize the employee.

Please make the salary adjustment for Kelly Carnes effective April 15, 1993. Thank you for your assistance in this regard.

Too, please schedule an administrative contacts meeting for the latter part of next week. At that time, I would like to go over with them all of the necessary steps for all personnel actions. Please prepare a packet of materials that would be an example of

Douglas Fehrer, White House Personnel Office
and Mary Beck, Personnel Management Division
July 2, 1993
Page 2 of 2

all forms and steps that have to be completed prior to any personnel action. On Wednesday, July 7, 1993, 4:30 p.m., we will review the documentation prepared for the administrative contacts. This should help them and us make certain these types of delays are eliminated in the future.

cc: Evelyn Lieberman (by facsimile)✓

Maggie -

This is a revised version of
the menu re volunteers that
I left with you last week.
This copy should replace the
previous one.

Kelly

File Correspondence

MEMORANDUM

TO: Marsha Scott

FROM: Kelly Carnes
Joanne Manning Anderson

RE: Hillary Rodham Clinton Correspondence

DATE: February 24, 1993

The following is a basic description of our volunteer needs, the functions they will perform, and the way in which they will be trained. In summary, we will need a **total of 17 additional full-time equivalent volunteers to perform all of the functions detailed in this memo**. These specific requests are spelled out in the appropriate sections below.

Overview of Volunteer Functions and Orientation

Volunteers are absolutely essential for operation of each of these key functions: mail analysis, proofing, writing and scheduling. The specifics of those needs are outlined below.

To ensure satisfactory volunteer support, we have instituted a Volunteer Coordinator function that we will fill for the present time with two of our best part-time volunteers.

All new volunteers will be asked to attend the 10:00 Orientation Session held by Barbara Allen's office. They will then be given a briefing about this office by one of the Volunteer Coordinators, and asked to familiarize themselves with our Operations Manual and Form Letters.

After a two week training period, their work will be evaluated by the Volunteer Coordinator together with the supervisor in the area where they were placed. The Volunteer Coordinator and the volunteer will meet to discuss permanent placement. If the volunteer and the office are in agreement, the volunteer will be asked to commit to a fixed schedule for a period of no less than three months.

Those who are supervising analysts and proofers will make all requests for volunteers through the Volunteer Coordinators. The Coordinators will work with the Volunteer Office to see that the positions are filled with qualified people.

Mail Analysis

Currently, one full-time volunteer coordinates this activity under the direction of the Deputy Director. Ideally, this should be a permanent staff position. Until that time, however, we will

continue to use this volunteer. At this time we have a good, full-time volunteer performing the job. She will leave as soon as she finds a paying job and at that time we will file a request for a replacement.

The Mail Analysis Coordinator trains volunteers in the mail analysis function, supervises the mail analysts throughout the day, and compiles data from their coding sheets for the weekly report.

Screening/First Coding of Mail

The equivalent of four full-time people are needed at this time to perform this function. They prepare the mail for coding and do a first sort to separate out the following categories of correspondence for immediate attention: Mrs. Clinton's personal mail, VIP and Congressional mail, scheduling requests, Health Task Force mail, mail addressed to other people, and threatening mail.

Currently, we have only two part-time volunteers assigned to this function. **Thus, we need additional volunteers whose time commitments add up to the equivalent of three full-time people.** This need is critical because we are working on the enormous backlog of mail that began accumulating here immediately after the Inauguration.

Full-Sorting and Record Keeping

The equivalent of eight full-time volunteers are needed to code the mail for the appropriate response and to record, for reporting purposes, the types of issues discussed in the mail. Currently we have two full-time and three part-time volunteers performing this function. we need to bring in another 12-20 volunteers whose hours would add up to the equivalent of 6 full time workers.

Because of space constraints, and the fact that their schedule demands will have to be carefully coordinated, we are requesting that these Volunteers be sent to us on a staggered schedule. We would like to have **4-6 new volunteers referred each week for the next three or four weeks** until we reach capacity for the mail analyst positions.

Data Entry

We have two full-time, paid staff members doing data entry and preparing proofing sheets of all names and addresses entered.

Proofing

Four full-time volunteers are needed to proof letters and envelopes, and to prepare the letters for mailing. Currently we

have one full-time volunteer performing this function. Thus, we need **three full-time equivalent** volunteers for this function.

Writing Group

While we are developing the 40 or more form letters that we want to have on file, we need the equivalent of 3 full-time writers. In addition to developing the form letters, writers will also prepare, on an ongoing basis, responses to the many letters which require an individual response. We have one full-time and two part-time volunteers doing writing at this time. **We need one additional full-time volunteer, or the equivalent,** for the next two months in order to complete the Form Letters and the backlog of letters needing an individual response. After this initial period, we will need only one of those volunteers.

Our full-time volunteer writer also orients other writers and works to maintain an appropriate and consistent letter style. Ideally, this should be a permanent staff position. We will continue to use the excellent volunteer who is filling this position until she leaves for a paying job.

Scheduling

We have one full-time volunteer reviewing all invitations that Mrs. Clinton's receives, routing "special cases" to proper channels, overseeing the operation, and maintaining daily contact with the Director of Scheduling and the Director of First Lady's Correspondence.

One full-time equivalent volunteer is needed to input invitation information into the computer system "Quorum." We also need **two full-time equivalent volunteers** to code the invitations and file them. Currently, we have one full-time equivalent for these last two functions. **We need two more.**

Receptionist/Office Manager

In addition to the above functions, **we need a Receptionist/Office Manager for the equivalent of a five-day, eight hour day.** Presumably, we will need two volunteers, working part-time, to fill this job.

Memo regarding
Mrs. Clinton's
Congressional mail.

File - Congressional
Mail

6-3-93

Maggie
+HRC correspondence
Administrative

MEMORANDUM

TO: Those involved with First Lady correspondence

FROM: Shirley Sagawa

RE: Congressional mail

DATE: May 4, 1993

This memo attempts to lay out what has evolved as a rather complicated system for responding to the First Lady's Congressional mail. Please review it and see if my description of your role is accurate.

In general

Points of entry: Kelly Carnes, Millie Alston, Health Care Task Force
All Congressional mail except constituent requests, forward to: Pam Barnett for logging
Then to: Shirley Sagawa for distribution or response

See specific categories below for further steps in processing mail.

Categories of mail

Invitations and letters supporting invitations

Forward to: Patti Solis for logging
and to: Shirley Sagawa for response ("thanks -- will get back to you if able to participate")
and to: Melanne Verveer and/or Alan Hoffman for accept/reject
If accept, Patti or Alan telephones response
If reject, no further communication

Recommendations of personnel -- health care task force

Forward to: Helaine Greenfeld for form letter response
Then to: Shirley Sagawa for distribution
To: Steve Adamske for database
And to: Susannah Welford for phone call (if VIP)

Recommendations of personnel -- other than health care task force

Forward to: Shirley Sagawa for response
Then to: Anne Bartley to enter into computer

Material from constituent -- health care task force

Forward to: Helaine Greenfeld for form letter response
Then to: Shirley Sagawa for distribution

To: Steve Adamske for database
And to: Susannah Welford for task force circulation (if useful)

Material from constituent or substantive letter -- other than health care task force

Forward to: Shirley Sagawa for response and distribution
Then to: Appropriate staff person, FYI

Substantive letter from member -- health care task force

Forward to: Shirley Sagawa for response and distribution
To: Susannah Welford for task force circulation
And to: Steve Adamske for database
And to: Chris Jennings, if newsworthy

Special requests

Forward to: Shirley Sagawa for response or forwarding

A similar process has evolved to deal with letters from governors, state reps, and mayors:

Health care

Forward to: Michael Susman for draft response
Then to: Shirley Sagawa for review and final production
To: Steve Adamske for database if writing willing to help
And to: Susannah Welford for phone call or task force circulation

Other -- policy related

Forward to: Shirley Sagawa for response and distribution
Then to: Appropriate staff person, FYI

Other -- non-policy

Forward to: Pam Barnett for response

Distribution:

Hillary Rodham Clinton
Pam Barnett
Millie Alston
Kelly Carnes
Melanne Verveer
Maggie Williams
Michael Susman
Steve Adamske
Helaine Greenfeld
Patti Solis
Susannah Welford
Alan Hoffman
Anne Bartley

*File
Correspondence*

Administrative

May 31, 1993

To: Maggie Williams
Hillary Rodham Clinton

From: Ann Henry *(signature)*

RE: HRC correspondence office challenges

1. Attached is the letter that was given out by Press for HRC Correspondence to use in responding to requests for biographies. I sent it back and handed it to Lisa Caputo with all the mistakes highlighted. Several of them were given to "our office".

We are also getting fed-exed letters from persons who have not received final agreements about speaking engagements: i.e. American Bar patent guy.

2. Observations & Priorities:

a. FORM LETTERS: opening and sorting into piles for general answers is better than general acknowledgment cards.

Having them opened and sorted is NOT the same as answering.

b. REQUESTS: auction items and requests:

1. What is the rationale for not sending out anything for auctions? If it is legal, then what are the parameters?

We are responding that we are not sending anything but we do have autographed pictures of the two of you.

a. Can we decide on standard thing to be sent out (autographed picture)

b. Schools/ charities/ ? Private/public schools
Arkansas?

2. Serving as honorary chairs or boards or sponsorship of any type of organization?

Maggie
children's
pro bono legal?
service organizations?
education
health
personal responses for special daughters, wives, etc.
birthdays for worker?
anniversary?

3. recipe: this is where you have to bridge the gap with "ordinary" women all of whom cook

1. cookie
2. healthy (favorite salad recipe? simple?) for working wives?

3. ~~White House~~ dinner menu requests, etc.

4. during campaign handed out; what is the difference?

Hundreds of cookbooks by churches, schools, etc. Denying simple requests to cookbook committees in groups of women is DANGEROUS BUSINESS.

4. language of regret for old letters: Jan-March? yes
april, May no?

I cannot conceive of not acknowledging the lateness.

5. Many requests for copies of different speeches: any screening of that?

Do we want to make it easy for anyone to request and then utilize it for wrong purposes?

also requests for information on children, education

6. card response issue: Our old Arkansas group collectively felt that sending out on such heavy stock was going to raise the government waste issue: most people have never received anything of that grade and may seize upon that as expensive. We strongly prefer form letters on general issue in acknowledgment. But enough computers are problem. We have 2 data entry persons on the system.

7. 5 paid staff; 50% differential between what is paid to women data entry vs. men in BC correspondence

With all the lawyers as volunteers, this may become issue.

Believe more paid with one full time person coordinating volunteers and working to work with them is necessary.

8. 20 loyal, hardworking volunteers who commit to work x days a week or x hours per week on specified days but they are the equivalent of about 3-5 FTE's. There is a variety in how things are handled because of the separation of offices and no training for volunteers before they begin. A procedures manual is being prepared and there are some materials which help orient but they are having to recruit their own volunteers and sometimes when they go through the volunteer office they are sent somewhere else and that looks/is terrible. However, compared to the former volunteer coordinators, those who get the volunteers say they are at least cleared in and they don't have to personally clear them. So it is an improvement. I personally have a bias against a young male as a volunteer coordinator but that is a personal bias: I believe they need a lot of sincere thanks and help and reinforcement that they are doing the right thing.

9. In HRC personal correspondence, there are 4 desks in that area. Milli, Trey, and two part-time volunteers are in that office. The difference in the feel of the two places is such that I am very leery of sending someone to work because they will never be happy back in the other office.

10. The psychological effect of seeing so many presidential correspondence offices and their setups compared to HRC's is developing into a stepchild effect on paid and unpaid, I'm afraid. Some occasional stopping by from HRC Big person may be indicated.

Is the director of correspondence a part of the team or is her input filtered through everyone else? Kellie has not discussed this with me; we have not discussed it.

11. There are some great volunteers: Alice and Rosemary are my favorites and they are very good and have an excellent sense of what is going on.

Please accept my apology for the lateness of this reply. My staff has been inundated since the election with ~~hundreds of~~ thousands of letters with suggestions and advice and concerns.

Thank you so much for writing me to let me know of your interest in this area. Your name will be entered in our contact file so that we may contact you in the future.

Again, thank you so much for taking the time to write.

So many factors contribute to the rise in crime in the world. Poverty and politics at all levels are part of the challenge that faces our country.

President Clinton is aware of governmental policies which contribute and has submitted policy changes to help. But government can do only so much. Individual persons must also take responsibility for their actions. We need a new resolve in the country for all of us to take responsibility for ourselves. We do not have time to wait.

Thank you for writing to express yourself on this issue of importance to our country.

Thank you for writing to express yourself on the subject of national service.

President Clinton has included a budget deficit trust fund to address this problem that is robbing our children of their future.

Please accept my apology for the late response. The volume of mail has overwhelmed my staff.

Please contact your United States Senator or Representative for assistance in obtaining tickets to the White House tour.

My office has received your request to be put on a list for White House open receptions that may be held in the future. Your name has been placed on a list with other requests to try to have representative families and individuals when we organize such a function.

Thank you for writing to let us know of your interest.

AIDS draft

Thank you for your thoughtful letter regarding AIDS. Money to fight this terrible disease that affects so many in our population has been put into President Clinton's proposed budget. I'm sure it will not be enough: there is never enough. But please indicate your support to help in both treatment and research into what is the equivalent to our modern day plague to your Congressmen.

Again, thank you for writing to express yourself on this important issue.

Sincerely yours,

Hillary Rodham Clinton

We are hopeful that we can come up with a health care system that promotes wellness, promotes health and provides care for us when we are sick that we can afford.

Your comments about a sense of community are so reaffirming to hear. We have to try to restore the importance of civil society by committing ourselves to our children, our families, our friends; and to reaching out beyond the circle of those of whom we know, to the many others on whom we are dependent in this complex society and understanding a little more about what their lives are like and doing what we can to help ease their burdens.

Again, thank you for writing.

Sincerely,

Hillary Rodham Clinton

Thank you for taking the time to express yourself on the issue of national service. As you know, part of President Clinton's campaign focused on the need to promote and teach the concept of service as an obligation for our rent for living on earth. The Clinton administration believes that it will only be a combination of government policy and individual efforts that will collectively move our nation forward to a better life for all of us.

Again, I want to thank you for taking the time to write and have your voice make a difference.

Thank you for sending your idea about improving the status of children in this country. As we review the policies which impact on children beyond health care reform, we will take your idea into account. President Clinton appreciates your individual care and concern for our children and the relaying of some positive ideas which can help.

Again, thank you for taking the time to conveying your idea and concern and have your voice make a difference.

draft pornography letter

Thank you for taking the time to express your concerns with the growing issue of child pornography in our nation. I am glad you associate the Clinton administration with children's issues.

This is an issue that is before different court systems now. To date almost every enforcement attempt is countered by the constitutionally guaranteed First Amendment "free speech" right. Balancing these two concerns is difficult.

However, the challenges facing children make adult challenges pale by comparison. I believe that a society that turns its backs on children and their futures will turn back on anyone. Our children do not vote. They do not lobby. They need us: they need our heads, our hearts, our souls, and our hands.

Thank you for writing me of your concern for all children and for taking the time to make your voice heard.

June 4, 1993

To: Hillary

From: Ann Henry 

RE: Concerns about staff quality, service and professionalism with constituents and other interested people

Over the past few days I have developed a relationship with two of the older almost full-time volunteers in your office. They asked to visit with me. They are very concerned that the age and "flippancy" of some of the staff--outside and inside correspondence--are reflecting very poorly on you as an individual. Their lack of an institutional memory: who's Betty Ford, Lady Bird Johnson, David Rockefeller, Mrs. Guggenheim, and the appropriate treatment of their letters and invitations have made them ill. These volunteers have also recruited their friends and their friends have recruited other friends.

The "biography" that is full of grammatical, spelling and punctuation errors sent down by Press to respond to the numerous requests that we have for biographical information on you is, according to Milli and Carolyn, somewhat typical of some of the correspondence sent out during the campaign.

Frequent EXTREME frustration is expressed by persons who cannot get answers to invitations to things. Some of the large organizations of women's groups are having trouble getting an answer: yes or no! Now we are getting requests to have written responses to the invitation so they have an answer. People in Arkansas who have sent invitations and speaking engagement for national meetings to Carolyn then call and complain they cannot get answers. Friday afternoon a fed-ex'ed package arrived from the chair of the Patent, Trademark section of the American Bar with an irate letter needing a response about whether or not you would be present for the August American Bar meeting in New York City. He enclosed the 3 previous letters requesting answers from your office. Those are all scheduling requests and out of the control of the Correspondence office. Patti's letter responds that their request did not get to them on time. But it is not the inviter's problem in 80% of the cases: the mail was unanswered. And when it got opened, it was too late. We created the problem, not the inviter.

My experience in life is that we can agree to disagree about the big things (Bosnia, health care reform answers, etc) but if the little things that reflect caring, concern, and interest for people are attended to, that makes up at the ballot box. Hammer-schmidt is the ultimate example. Treating correspondence personnel jobs as the worst Indian job (rather than chiefs) exacerbates the problem.

You have some tremendous volunteers with sense who are giving of themselves and who do not want paid work. But they are very concerned about the results of their volunteer work and concerned that it is not being taken seriously.

File Correspondence

Hot List

MEMORANDUM

CONFIDENTIAL

To: Margaret A. Williams
From: Kelly H. Carnes
Re: Staffing for First Lady's Correspondence Unit
Date: March 15, 1993

Following is a list of the salaried employees assigned to the First Lady's Correspondence Unit, the salary paid, and the budget which covers each person's salary:

NAME	POSITION	SALARY	BUDGET
Kelly Carnes	Director		First Lady
Lori Azim	Data Entry	12,500	Staff Sec
Sharon Scott	Data Entry	12,500	Staff Sec
Joanne Anderson	Dep. Director	23,000	Corr
Janet Shimberg	Special Messages	23,000	Corr
Mildred Alston	Personal Corr	43,000	Corr
Carolyn Huber	Personal Corr	55,000	Corr
Phyllis Anderson	Personal Corr	50,000	Corr
Trey Schroeder	Personal Corr	23,000	Corr

As this chart indicates, three people (Carolyn Huber, Phyllis Anderson and Trey Schroeder) who work only on the President's personal correspondence are included in the budget for the First Lady's correspondence staff.

There are 91 paid employees covered by the budget for the Presidential Correspondence Department. Of these 91 employees, only Joanne Anderson, Janet Shimberg and Mildred Alston actually perform work for the First Lady. These people represent about 3 1/2 percent of the available resources.

At a minimum, the First Lady's correspondence constitutes approximately 7 1/2 percent of the total work handled by the Presidential Correspondence Department. Therefore, even with the current restraints on staffing, insufficient resources are allocated to the First Lady's correspondence. To make our staffing level consistent with our share of the total work, four people should be moved from processing the President's work to processing the First Lady's work.

If the entire Personal Correspondence Unit continues to be counted as part of the First Lady's correspondence staff, then the resources allocated to the First Lady's correspondence are still only 6 1/2 percent of the total resources of the Presidential Correspondence Department. Even under this scenario, shifting at least one person to the First Lady's staff is warranted.

File 2/3/93

Correspondence

1000 → HRC

600 → Chelsea

1000 → Socks.

2600 → DAILY MAIL

By adding 2 people to the shop - we are still
behind
→ 2 to 3 months

7

MEMORANDUM

*HRC
correspondence*

To: Maggie Williams
Kelly Carnes

From: *J. Manning*
Joanne Manning Anderson

Re: Production for Mrs. Clinton's Transition Correspondence Operation

Date: January 25, 1993

CC: Peggy Richardson

Attached is the status report from the Transition Correspondence Operation for Hillary Clinton for the period beginning on January 16, 1993 and ending on January 22, 1993. A total of 357 notecards and 243 letters were responded to by this office, and delivered to the mailroom, during this period.

As of today, there are approximately 650 items in the data processing and proofing cycles, and about 400 additional items which have been coded and are ready for data processing. In addition, there are approximately 300 pieces of mail in the office which have not yet been reviewed and coded.

There are now approximately 4000 pieces of correspondence for Mrs. Clinton in the mailroom awaiting processing. Virtually all of it was sent from Little Rock, and we think most of the mail expected from Little Rock has now been received.

Please do not hesitate to call me if you have any questions regarding this information.

Clinton/Gore Presidential Transition Office
Political Department/Constituencies

1120 Vermont Avenue
Washington, DC 20270
(202) 973-1400

FAX COVER SHEET

From JOANNE MANNING ANDERSON 973-1817

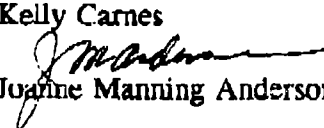
To MARGARET WILLIAMS AND KELLY CARNES

Organization OFFICE OF THE FIRST LADY

Number 456 - 6244

Message PRODUCTION REPORT FROM MRS CLINTON'S
TRANSITION CORRESPONDENCE OPERATION

MEMORANDUM

To: Maggie Williams
Kelly Carnes
From: 
Joanne Manning Anderson
Re: Production for Mrs. Clinton's Transition Correspondence Operation
Date: January 25, 1993
CC: Peggy Richardson

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There are now approximately 4000 pieces of correspondence for Mrs. Clinton in the mailroom awaiting processing. Virtually all of it was sent from Little Rock, and we think most of the mail expected from Little Rock has now been received.

Please do not hesitate to call me if you have any questions regarding this information.

**HILLARY RODHAM CLINTON CORRESPONDENCE****Production Report for
January 16 Through January 22, 1993**

Date	Issues Cards	Support Cards	Foreign Letters	Transition Letters	Appoint Letters	Gift Letters	DAILY TOTAL
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Jan. 18, 1993	106	92	65	21	10	0	294
Jan. 19, 1993	75	28	21	0	0	0	124
Jan. 22, 1993	55	1	19	27	16	64	182

TOTAL FOR PERIOD:	236	121	105	48	26	64	600
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THE WHITE HOUSE
WASHINGTON

June 30, 1993

*File
Correspondence*

MEMORANDUM FOR MARGARET A. WILLIAMS
CHIEF OF STAFF
FOR THE FIRST LADY

FROM: KELLY H. CARNES
ACTING DIRECTOR OF CORRESPONDENCE
FOR THE FIRST LADY

SUBJECT: DATA ENTRY POSITIONS

Yesterday, I received the memorandum from David Watkins asking us to release Lori Azim and Sharon Scott by no later than July 10, 1993. I am notifying Lori and Sharon of the situation today; however, I would like to allow them to remain on the payroll through July 15, 1993, if possible. This would give them two weeks' notice before their release.

Thank you for your attention to this matter.

File correspondence

DEPARTMENT OF THE TREASURY
WASHINGTON

ASSISTANT SECRETARY

July 15, 1993

Dear Maggie:

I would appreciate anything you can do to get the President to consider sending letters of condolences to the families of the U.S. Customs enforcement officers and the Georgia Bureau of Investigation agent who died while engaged in a law enforcement mission in Southeast Georgia.

Thanks.

RxN
Ron Noble

Enclosures

On July 14, 1993, a U.S. Customs Service Black Hawk was dispatched on a mission to search for suspect airstrips used for smuggling narcotics into the United States. The mission was a joint investigation with the Georgia Bureau of Investigations which had received information alleging aircraft were utilizing clandestine landing strips in the vicinity of Brunswick, Georgia, to offload contraband. During the conduct of the mission, the aircraft crashed and all 4 occupants were killed. The officers on board the aircraft were Customs Pilot Carl R. Talafous, Customs Pilot Alan J. Klumpp, Customs Air Interdiction Officer David E. DeLoach, and Special Agent Lee DeLoach of the Georgia Bureau of Investigations. It is believed that the aircraft struck power lines during the flight which caused the aircraft to crash. The National Transportation Safety Board is conducting an investigation to determine the actual cause of the crash.

Carl "Richard" Talafous**POSITION:** Aircraft Pilot, GS-2181-13/4**SSN:** 585-52-5104**DOB:** May 18, 1953**EOD:** October 27, 1985**MARITAL STATUS:** single**ADDRESS:** 2935 S. Ponte Vedra Blvd.
Ponte Vedra Beach, FL 32802**TELEPHONE:** (904) 829-0226 (UNL)Air Force Academy Graduate and active pilot
in the Army National Guard.**NEXT OF KIN:** Mother: Nelda Talafous
Father: Carl Talafous
2210 47th Street
Los Alamos, NM 87544
(505) 662-6408
(Are being notified)

07/15/83 17:25

202 622 1486

TRES LAW ENF

005

SENT BY: NAS, JAX FL

7-15-83 ; 6:43 : US CUSTOMS JAX AOB-

202 327 5466: # 4/ 4

Alan J. Klumpp

POSITION: Aircraft Pilot, GS-2181-12/2

SSN: 074-52-4224

DOB: April 14, 1961

EOD: November 19, 1990

MARITAL STATUS: Single

ADDRESS: 12162 Travertine Trail
Jacksonville, FL 32223

TELEPHONE: (904) 292-1426

Former pilot in the U.S. Army and the U.S. Army National Guard.

NEXT OF KIN: Mother: Mary Klumpp

Father: Bob Klumpp

of New York

(214) 762 8424

~~(Are being notified by other info at this time)~~

12 Homewood Court

Hartedale, New York 10530

SENT BY:NAS. JAX FL

: 7-15-83 : 6:42 : US CUSTOMS JAX AOR-

202 927 5466:# 2/ 4

David E. DeLoach

POSITION: Criminal Investigator / Air Interdiction Officer, GS-1811-11/1

SSN: 258-27-6642

DOB: September 26, 1962

EOD: September 24, 1990

MARITAL STATUS: Married - Wife (Helen DeLoach) and one child.

ADDRESS: 3334 Deerfield Point Drive
Jacksonville, FL 32244

TELEPHONE: (904) 772-0285

Former Special Agent with the Georgia Bureau of Investigation.

NEXT OF KIN: Wife (See above and home address / phone.)

HELEN ~~DELOACH~~ "BUNKY"

2 yr. old son "JOE"

WILLIAM L. DeLOACH

Special Agent

Georgia Bureau of Investigation

Survived by

Parents and Brother

Mr. & Mrs. DeLoach
Dilly DeLoach
Route 2, Box 38C
Claxton, Georgia, 30417

912-739-3289

File Correspondence

THE WHITE HOUSE
WASHINGTON

MEMORANDUM FOR ROY NEEL

FROM: Marsha Scott

RE: CORRESPONDENCE DEPARTMENT STAFFING LEVELS

DATE: July 7, 1993

The following is a summary of the current staffing levels for the Correspondence Department, our budgeted staffing levels for fiscal year 1994 and an assessment of what our actual staffing requirements will be for fiscal year 1994.

Current Staffing Levels

We currently employ 99 employees (not including one historically provided detailee in the Gift Unit). These employees are disbursed among the twelve units which comprise the Correspondence Department. We are currently budgeted for 103 employees. I intend to hire up to that number before reducing to 88 by September 1.

Paid staff along with 55 interns and 100-150 volunteers process a daily volume of 32,000 pieces of Presidential mail, 1,500 pieces for the First Lady, all of the Chief of Staff's mail, 2,000 electronic mail messages to the President and Vice-President and 5,000 telephone calls to the Comments Line.

Concern about the ability of other White House departments to respond to constituent correspondence, led me to volunteer my staff to answer all mail normally routed to Intergovernmental Affairs (except letters from Governors); Public Liaison; NEC and Office on Environmental Policy. Our Presidential Support Unit provides clerical assistance to the Executive Clerk and all other departments within the White House as well as typing all Presidential letters, messages and proclamations for our department. The Volunteer Office recruits, processes, and supervises over 2,000 people who regularly assist staffs within the White House as well as in the Correspondence Department. We

work as a team both in our department and throughout the White House.

Budgeted Staffing Levels

As of October 1, 1993, our staffing level will be reduced to 88 employees¹. At this point, there is no reason to believe that either the mail volume or White House staff activities will decrease to any significant extent. To the contrary, historical records indicate that the first year in office is not the highest volume year for correspondence to the President. Therefore, I actually am anticipating a steady increase. If our current projections hold true, we will have received and processed approximately 12,000,000 correspondence items. This is roughly 1 million less than Bush received in his entire four years in office.

The E-mail project which is a White House first is staffed by one paid employee and seven volunteers. This is the fastest growing category of correspondence with the exception of the First Lady's mail. As we enhance and personalize the E-mail system during the next few months, expect to see a significant increase in this area as well.

Staffing Requirements for Fiscal 1994

The staffing projections and allotments for fiscal year 1994 were based on departments which were already operating well below their normal capacity. Many Correspondence Department employees had left because of the campaign. Bush's volume decreased dramatically after the Republican Convention and as people left to find other work their jobs were not filled. When the Clinton Administration came in, these offices were already working with reduced staff numbers. It was on these artificially lowered FTE counts that decisions were made concerning the FTE allotments. Therefore, our staff FTE numbers do not reflect the actual needs of this department either past, present or future.

¹Until today it was my understanding that we would have 90 slots available to the Correspondence Department. Since day one and as late as my recent memo on July 17 to John Podesta (cc to Jennifer O'Connor), the working assumption has been that our one historical detailee would not be counted against our body count. In addition, Bill Burton in your office, gave me another slot to replace Lynda Rathbone who has since moved to Mack's office. The entire arrangement for letting her leave my office was predicated on the fact that she would be replaced with an additional slot because of the extensiveness of her duties. She was one of the originators of the E-mail project which is run from this office. This project in itself is becoming a full-time job and Bill on Mack's behalf agreed to my request.

I learned today, however, that the detailee counts against our total number and that we are not being allocated the additional spot as promised for the replacement of Lynda.

In order to compensate for these extreme staff reductions, we instituted strong volunteer and internship programs. However, precious staff resources are constantly being drained by the high demands of recruitment, training, and supervision which are required to manage such a large, untrained workforce.

In spite of our best efforts, I believe that this department's ability to satisfy the mandate we were given by the President to respond to all of his correspondence in a responsive and timely manner, is being seriously jeopardized by the staff reductions.

The absolute minimum staffing needs of this department for fiscal year 1994 require 39 slots in addition to the 88 already allotted, if we are to keep up with the projected volume. Not all of these slots must be FTEs. There could be various combinations of staff interns and volunteers. The intern numbers, for instance, could be increased so that only 13 additional staff would be required along with an additional 34 more interns.

Getting more interns, however, is very problematic. During the school year we must rely heavily on area campuses and their students. Unlike during the summer, the school year itself will be a competing factor. We have plans to run a year-round program but have not planned for a dramatic increase of students.

Increasing the volunteer level will decrease only slightly the need for more paid staff. The volunteer group, compared to interns and staff, is the component that requires the most supervision and training and is the most unpredictable.

The correspondence process currently requires a rough 4:3:6 ratio of staff to intern to volunteer which sends out an average of 7,500 letters a day. With the projected cuts we will be able to send out only 6,800. The projected volume, however, requires that we send out 9,600 daily.² With these calculation we will fall behind about 2,700 letters a day when the volume goes up as anticipated in September.

Options

1. Increase FTE Count and Budget

Our process is driven by policy. We are currently working with a policy that dictates that all correspondence to the President and First Lady be processed and answered in the White House (with the exception of prop mail). However, if we do not increase the staff levels and the budget, the White House Correspondence Department will not be able to answer all of the President's correspondence, much less the First Lady's, when the volume again climbs as predicted.

² These numbers do not reflect the gross amount of mail which is received and processed daily. This only reflects an average of the Presidential correspondence which needs to be responded to on a daily basis. The First Lady's mail is not factored into this equation but is also within our work scope.

Discussions need to begin immediately to address that impending reality. The ability of this department to operate efficiently and to serve the President will be almost entirely based on the policy that we institute. (The other predominant factor affecting efficiency will be the strength and quality of the volunteer program).

2. Assign All or Part of the Constituent Mail Process Off-Site

All options for off-site correspondence processing need to be considered. We previously solicited proposals from outside contractors to data process, print and mail certain categories of correspondence. One such proposal is attached.

At the time the policy decision was to open and read on-site with only the processing of certain categories of mail occurring off-site. This is still my preferred approach; but if the volume increases beyond our projections, even this option will be unworkable. Serious consideration must be given to all the possible ramifications of moving off-site the opening, reading and coding of certain categories of Presidential correspondence.

3. Develop a New Correspondence Strategy

If the staff, budget and space limitations of the White House are indeed fixed, then consideration must be given to prioritizing the incoming correspondence. Decisions can then be made as to which categories of the incoming correspondence can be answered and in what manner. Eighty-eight people can only do so much.

cc John Podesta
John Dwyer

File Correspondence

THE WHITE HOUSE
WASHINGTON
**KEY VOLUNTEERS FOR
HILLARY RODHAM CLINTON CORRESPONDENCE**

FULL TIME VOLUNTEERS

Helen Bird - Helen has been a volunteer since just before the Inauguration; she is now managing scheduling correspondence. Helen worked for Estee Lauder before joining us.

Roger Goldblatt - Roger has worked with us for two months as a volunteer supervisor and production manager. Roger also worked as Director of the Consumer Complaints Division at HUD and at the Washington Metropolitan Area Transit Authority.

Yvonne Green - Yvonne has worked since the Inauguration as our editor and proofreader. Yvonne also worked for Delegate Fauntroy for several years. She is working on a Master's degree in Public Administration at American University.

Stacey Roth - Stacey has made a tremendous contribution to our operation. She joined us just before the Inauguration, and has performed a variety of important functions very well. She is now working as a writer to help develop form letters and individual responses. She also worked on the Health Care Reform Task Force. Stacey is an attorney.

PART TIME VOLUNTEERS

Helenmary Cody - Helenmary has been a volunteer for us since the Inauguration; she has worked in several areas. She worked previously as Director of Finance for the Vickery for Congress Committee and in commercial lending for the Chemical Banking Corporation.

Ben Mast - Ben is one of our most dedicated volunteers. He began to volunteer for us in December 1992, and he is now one of our three volunteer coordinators. His background is in journalism, and he also has many years of federal government service.

Emily McDonell - Emily joined the campaign in July 1992. She took an unpaid leave of absence from her job during transition to work full time as a volunteer for us. She continues to volunteer evenings and weekends. Emily works for Montgomery County developing drug and alcohol prevention programs for adolescents.

Rosemary Monagan - Rosemary is a very special person who has made an invaluable contribution to our operation. She began to volunteer in December 1992, and she is now one of our volunteer coordinators. Rosemary is the wife of former Member of Congress John Monagan (D-CT). She is a friend of Melanne Vermeer.

File

PERSONAL CORRESPONDENCE:

Under the general supervision of the Deputy Assistant to the President and the Director of Correspondence, the personal correspondence office:

1. Administers all the correspondence from people who purport to personally know or are related to the President. These are the large number of friends and acquaintances of the President and the First Lady who do not possess the special correspondence code number. Also, any mail requesting personal information, likes and dislikes, "favorites", opinions, etc. and any first name files are processed by this office.
 2. Exercises initiative in confirming a personal relationship, providing the information requested and researching information not available. (i.e. During the Inaugural activities, special groups of people were invited to participate. These lists should be computerized and if any write in the future, even though they aren't friends, their correspondence should receive special handling. Or if they call in with a special request this office would have some record of their **past association** with the Clintons.)
 3. Establishes resource data on the President utilizing:
 - The President's yearbooks etc.
 - Genealogy, etc.
 - Published articles etc.
 - Sizes/likes/favorites (foods/music/movies/books/etc etc) —
 - Keeps file on books read/movies viewed (press is always asking for this information) —
- Must update resource data when new information is obtained.
4. Exercises judgment in determining the most appropriate and efficient method for processing the correspondence or telephone requests from friends as follows (requires coordination with the head of the White House Correspondence Unit):
 - Determine whether or not to fill request; this includes judgment based on political and personal knowledge of the requester or receiver of message;
 - Performs research when needed;

- Drafts response and follows through from proofreading to final dispatch (i.e. special messages/greetings). Many are time sensitive and may need to be "faxed", but the original message with signature should be sent in the mail for scrapbook purposes. "Faxing" should be used as a last resort. It is better to Federal Express if time is short.
5. Works with the President's personal assistant in some of the following areas:
- Serves as a contact for personal data about the President.
 - Reviews correspondence from some of the President's close friends who have the correspondence code. Drafts replies to many of these incoming letters.
 - Helps resolve problems and situations involving the President's correspondence with and relationship to his home town/state.
 - Information about the President's alma mater.
 - Numerous other personal matters and questions.
6. Serves as source for various White House offices of information and personal data about the President for articles, publications, etc.
7. Obtains information regarding:
- Special events/interests of the President.
- Ensure that the President's special friends are included in White House events, i.e. Easter Egg Event on the White House Lawn -- invite special friends and their children and make sure they receive "VIP treatment. Christmastime at the White House -- invite special friends for VIP tours/events. Arrival Ceremonies. Helicopter departures etc. Help with guest list for social events. (These recommendations should be sent to Nancy Heinrich who will in turn work with the Social Office as necessary.)

- Funerals of celebrities and personal friends, including address and phone number, so that flowers and messages can be sent or a recommended phone call to the closest living relative. (NOTE: Very rare that flowers are sent -- and when they are, the White House Florist handles all the arrangements.) (EXAMPLE: Did the President release a statement regarding the death of Audrey Hepburn?)
 - Birthdays -- creates and maintains a birthday list of close personal friends/celebrities/cabinet/others who have lent their support to the President. List is submitted on monthly basis to the President.
 - Initiates congratulatory telegrams/notes and phone calls to friends/celebrities/athletes etc. known personally to the President when they receive some honor (i.e. Super Bowl winners/Olympic medalists/Oscars/Grammys etc.)
8. Maintains frequent contact with personal friends referred by the Deputy Assistant to help with any of their special requests (autographed photos/messages/birthday greetings/wedding congratulatory notes etc etc).
9. Must perform special services at times as assigned by the Deputy Assistant (NH) to the President, such as:
- Arranging tours, both during regular hours and after hours (depending on the current White House policy for tours.)
 - Giving attention to friends of the President when they are in town -- i.e. special tours of the FBI/Capitol/etc etc.
 - Processes letters from personal friends of the President. Such correspondence is reviewed and, if appropriate, forwarded to the Deputy Assistant to the President.
10. Possesses the ability to exercise skill and diplomacy in working directly with the President's personal friends on a regular basis. This office can be tapped on occasion to represent the President's office at events (i.e. during National Secretaries week, lots of speaking requests come in, etc.).

11. Selects and oversees the printing of the lithograph photos which are sent in large quantities from the White House.
12. Must possess creative and refined writing skills. Many requests have deadlines and must be handled expeditiously.
13. Works closely with the head of the White House Correspondence Unit and the First Lady's Correspondence representative in producing the White House Children's Booklet. Writes, selects photographs, edits and oversees the printing process, proofreads galleys, and works with GPO printers. This booklet is used to answer children's mail as well as for distribution to adults and children from various White House offices such as Public Liaison, Media Relations, etc. Also, special children's groups touring the White House are given the book. Groups of kids brought in for "chopper" departures are given the book as a memento too.
14. Must exercise prudence and good judgment in writing as messages/letters occasionally receive widespread publicity.
15. Must possess ability to perform extensive research and be knowledgeable about a large number of contacts and resources to assist in obtaining information; (It is helpful to have background information on certain Camp David guests or private guests for small dinners in the Residence, i.e. Everyone knows who Julie Andrews is, but her husband, Blake Edwards is famous in his own right and the President and First Lady should have information about BOTH of them -- nothing elaborate, but at least the basics.)
16. Ensures that the correspondence reflects the President's style of writing, a task which must be handled with care and sensitivity given the number of recipients who are long-standing acquaintances of the President. (i.e. some language for condolence letters could be too "religious" or not "religious" enough -- or just plain doesn't have the right tone. The Deputy Assistant to the President cannot review every single form letter that goes out autopenned, but the personal correspondence office should.)

17. Works with the President's Scheduling Office to help determine whether person wanting to see the President is a friend and may be entitled to an appointment. (Discuss.) The Deputy Assistant to the President will not be able to answer all inquires of this type -- but should in the beginning. As the President travels across the country, he will meet hundreds of people who will start calling in saying they met him on the road and are now in Washington, D.C. and would like to come into the Oval to say hello. This is where the personal correspondence can be helpful in researching for scheduling if this person is really a personal friend.
18. Performs other duties as assigned by the Deputy Assistant to the President and the head of the White House Correspondence Office.

CORRESPONDENCE

As special mail code is given to the personal friends of the President and First Lady to ensure they will receive their mail unopened (or opened by a personal assistant rather than someone in the general mailroom.) The outside of the envelop is marked with a "codeword" you pick it.

The codeword mail is then sent to Nancy Hernreich or whoever she designates.

Much of the general correspondence marked to the President's personal attention or to the attention of his assistant, does not need to be answered by the President's office. General correspondence like this should be sent to the Correspondence Office.

Any mail other than personal correspondence should not be sent into the President without the Staff Secretary first seeing it. This process saves the President from being bothered at all, or possibly the Staff Secretary might have some information the President could use in his reply and in most cases the Staff Secretary will have a response prepared for the President's signature.

Any correspondence (unless very personal in nature) should be edited by the Correspondence Unit as a safety check for punctuation, grammar, and any typographical errors.

Any personally dictated correspondence ~~from~~ the President with any "substance" regarding issues, policies, etc., should be routed through the Staff Secretary before the President signs it, as a safety check on accuracy and especially to protect the President.

All of the President's correspondence is typed on the pale green (azure) stationery or the smaller buff colored cards. Staff members are not allowed to use this for their own personal correspondence -- only the President. There should be a White House Correspondence manual that will be helpful to you.

I am pleased to have this opportunity to greet everyone participating in the 1993 Darien Flower Ball to benefit the American Cancer Society.

I am grateful that organizations like yours are deeply committed to this very important cause. Your hard work and dedication are greatly appreciated. With your continued help and the help of others, the battle against cancer can be won.

President Clinton joins me in sending you our best wishes for a wonderful evening.

I think
I already spoke
to Kelly about this—
the answer was no—

~~Heather Foley~~
~~GB~~



SOUTHERN FAIRFIELD COUNTY UNIT

March 4, 1993

Attention: Ms. Kelly Carnes
Correspondence Office - Mrs. Hillary Clinton

Dear Ms. Carnes,

I spoke to the Correspondence Office yesterday regarding a letter I mailed to you January 6, 1993. It concerned a request for a letter and picture from Mrs. Clinton to be included in the Program for the American Cancer Society Flower Ball which will be held in Darien, Connecticut on May 15, 1993. I am sending a copy of last year's letter from Mrs. Bush for your information. Past Programs have included letters from the First Lady of the United States, beginning with Lady Bird Johnson.

I understand the pictures of Mrs. Clinton are not yet available, but we would be very appreciative of a letter from her. Our printing deadline is March 26, 1993. I am including a copy of my original letter which will give you additional information.

Thank you so much for your help and consideration of this request.

Sincerely,

Jean W. Heuer
Darien Flower Ball
375 Middlesex Road
Darien, Connecticut
06820

Page 1 of 3



Mrs. Hillary Clinton
1120 Vermont Avenue N.W.
Washington, D.C. 20270

January 6, 1993

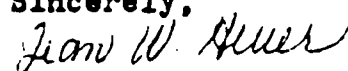
Dear Mrs. Clinton,

My name is Jean Heuer and I am Chairman of the Darien Flower Ball in Darien, Connecticut. The Darien Flower Ball, now in its twenty-seventh year, is the largest fund raiser for the American Cancer Society in Fairfield County.

Past programs have included letters from the First Lady of the United States, beginning with Lady Bird Johnson. I am hopeful that you will be willing to continue the tradition this year by providing us a letter, together with a photograph of yourself, similar to the attached copy of the letter received from Barbara Bush in 1992. Our Ball this year is scheduled for May 15, 1993. To accommodate our publication schedule, we would greatly appreciate receiving your letter and photograph six weeks prior to our Ball.

Thank you so much, in advance, for your support. We know the weeks and months ahead will be busy ones for you and so appreciate your consideration of this request. As you know, the American Cancer Society is a wonderful organization. Through our cumulative volunteer efforts, hopefully we can make great strides toward conquering cancer.

Sincerely,



Jean W. Heuer
Darien Flower Ball
375 Middlesex Road
Darien, Ct. 06820

Page 2 of 3



THE WHITE HOUSE

April 6, 1992

Dear Friends,

It is a pleasure to send greetings to all involved with the Darien Flower Ball held to benefit the American Cancer Society. I am delighted to know of the caring concern that underlies your commitment to the well-being of your fellow man.

Twenty-six years of support for the American Cancer Society mean that, today or tomorrow, someone has or will reap the benefit of your hard work. It may be a child, parent, friend, or neighbor -- it matters not. What does matter is that your caring will enrich the lives of generations to come, and that is what makes this Ball so very special. Please keep doing all that you are doing; we are so grateful for your efforts to help conquer this dreadful disease. I hope that this event is a great success, and that it provides an evening of enjoyment for all involved in this noble cause.

Warmly,

Friends of the Darien Flower Ball
Darien, Connecticut



THE WHITE HOUSE

April 12, 1988

Dear Friends:

This brings my warm greetings to all those participating in the 1988 Darien Flower Ball.

How fortunate we all are to have people like you who donate their time and efforts to a cause as worthy as this one. Because of your dedication and generosity, tremendous strides are being made in the battle against cancer. I can't tell you how much your efforts mean to me and all those who have benefited from your kindness.

The President joins me in sending you our thanks and very best wishes for many more years of caring,

Sincerely,

Nancy Reagan

1988 Darien Flower Ball

AKIN, GUMP, STRAUSS, HAUER & FELD, L.L.P.

ATTORNEYS AT LAW

A REGISTERED LIMITED LIABILITY PARTNERSHIP
INCLUDING PROFESSIONAL CORPORATIONS

1333 NEW HAMPSHIRE AVENUE, N.W.

SUITE 400

WASHINGTON, D.C. 20036

(202) 887-4000

FAX (202) 887-4288

2100 FRANKLIN PLAZA

111 CONGRESS AVENUE

AUSTIN, TEXAS 78701

(512) 499-6200

1500 NATIONSBANK PLAZA

300 CONVENT STREET

SAN ANTONIO, TEXAS 78205

(512) 270-0800

1900 PENNZOIL PLACE - SOUTH TOWER

711 LOUISIANA STREET

HOUSTON, TEXAS 77002

(713) 220-5800

4100 FIRST CITY CENTER
1700 PACIFIC AVENUE
DALLAS, TEXAS 75201-4618
(214) 969-2800

65 AVENUE LOUISE, P.B. NO. 7
1050 BRUSSELS, BELGIUM
(011) 32-2-535.29.11

WRITER'S DIRECT DIAL NUMBER (202) 887-4260

March 18, 1993

*called
and said we're
working on maybe
for future it - he should
call MWE*

Joseph F. Haas, Esq.
Arnall Golden & Gregory
55 Park Place
Atlanta, Georgia 30303-2598

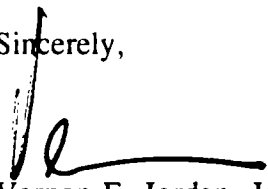
Dear Joe:

I have forwarded a copy of your letter to the First Lady's office. I believe that your letter will be of interest to Mrs. Clinton.

You have no doubt read about the volume of mail the White House is receiving, so a response may take some time. Be patient, you will hear from someone.

Warm personal regards.

Sincerely,


Vernon E. Jordan, Jr.

*Joe - great to hear from you. How is Jeff doing in
Chicago? Great, I'm sure. Would love to see you
B on one of my trips home to see about my mother.
All the best,
*

ARNALL GOLDEN & GREGORY

A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

55 PARK PLACE
ATLANTA, GEORGIA 30303 - 2598

(404) 577-5100
TELECOPIER 527-4790

MACON OFFICE
582 WALNUT STREET
MACON, GEORGIA 31201
(912) 745-3344

SAVANNAH OFFICE
301 WEST CONGRESS STREET
SAVANNAH, GEORGIA 31401
(912) 233-2266

NORTHSIDE OFFICE
1040 CROWN POINTE PKWY
ATLANTA, GEORGIA 30338
(404) 577-5100

WRITER'S
DIRECT DIAL NUMBER

March 8, 1993

(404) 527-4655

Mr. Vernon Jordon, Esq.
Akin Gump Hauer & Feld
1333 New Hampshire Ave. NW
Suite 400
Washington, D.C. 20036

Dear Vernon:

Beginning in 1910, at the urging then President Theodore Roosevelt, the first of the White House Conferences on Children and Youth was established and continued each decade thereafter through 1960. There have been none since that date and I particularly remember the last event because I was fortunate enough to be a delegatee from Georgia at that time. I found it to be one of the most inspiring gatherings that I have ever attended.

A number of the White House conferences led to important improvements in the welfare of children and youth.

Among other developments, the committee that was organized in Georgia during the year preceding the meeting did a great deal of work in gathering information about the needs of children and youth and the resources or the lack thereof which existed in the State. Following the Conference, the same committee augmented, by others in the state, continued to meet for a number of years thereafter and sought to implement many of the recommendations which grew out of either the Central Gathering in Washington or from the Serendipital recommendations from the State Committee itself.

It seems to me that an announcement of the renewal of these White House conferences by this administration would be a very positive element reflecting both the President's and Mrs. Clinton's interest in the welfare of children and youth of this country. I think there is a momentum in this direction which, though not yet palpable, is nonetheless real and which, with the President's gift for touching sensitive humanitarian instincts, might make the nation aware of an idea whose time has come for fulfillment.

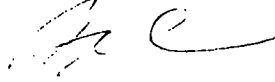
ARNALL GOLDEN & GREGORY

Mr. Vernon Jordon
March 8, 1993
Page 2

It is probable that Mrs. Marian Wright Edelman, Executive Director of the Children's Fund may recall the White House Conferences.

Kindest personal regards.

Sincerely yours,



Joseph F. Haas

JFH:wpc

To: Hillary Clinton(Fax 202-456-6208)

From: Liz Carpenter (fax- 512-327-4272; phone 512-327-4242)

(care of Patty Solis)

Re University of Texas appearance on April 6.

The popularity of Hillary Clinton and the Administration' was clearly apparent today when students lined up hours before the tickets were distributed. for her April 6 appearance here. Within 3 hours, all 9,000 tickets were gone. We have opened a new section of the Center and will have 14,000 people there. Students ARE interested in something besides rock concerts.

The President of the University has invited the entire Texas Legislature . It is going to be a wonderful day! Will have background material for Mrs. Clinton and entire panel of Governor Richards, Bill Moyers, moderator, and others on Friday to develop the high level dialogue on Remolding our Society.: This is the way we can all help the President and Mrs. Clinton make a difference.

The event is two weeks from today, and the University and College of Liberal Arts have everything moving steadily along.

I will be in Washington for the Gridiron, arriving Friday, March 26 and could meet sometime with appropriate person over week-end.

THE WHITE HOUSE

April 13, 1993

Mr. Leo Greenland
Chief Executive Officer
Smith/Greenland Incorporated
555 West 57th Street
New York, New York 10019

Dear Leo:

Thank you for your kind note and your offer of assistance.

The advertising copy promoting racial harmony which you enclosed is powerful and thought-provoking. You are to be commended for your efforts to foster a better understanding of the problems of bias and prejudice in our country. We need more people like you in the advertising business.

With best regards, I am

Sincerely yours,

Hillary
Hillary Rodham Clinton

I have asked my staff to
call you to discuss your
letter further - thank you.

Send CC to Maggie + Melanne
+ 8 of his letter back
to me

w/ note asking how
we will put together advertising
team to help

MAR 1 1993

LEO GREENLAND, CHIEF EXECUTIVE OFFICER

1/28/93

Dear Hillary

I want to thank you for your recent note. When we had our brief chat at the Emily's List luncheon at the People magazine office, I was impressed and wished you luck. You assured me we were going to win. Win you did. I am delighted you are taking the active role in the Administration—especially in the West Wing.

I run a highly creative advertising agency. When we are not selling our clients products we are into important social causes. I am enclosing our most recent pro bono campaign for Citizens For Racial Harmony.

If you need any assistance in the creative communication area my talent and team are yours.

With admiration

Leo

You're drowning.

You begin to panic.

A hand reaches in
to save you.

It's black.

Is that a problem?

Citizens For Racial Harmony

AD: SmithGreenland

You have a tumor.

In your brain.

A specialist is
ready to operate.

He's black.

Is that a problem?

C i t i z e n s F o r R a c i a l H a r m o n y

AD: SmithGreenland

Your son needs
a new kidney.

In 48 hours.

They found a donor.

He's white.

Is that a problem?

Citizens For Racial Harmony

AD: Smith/Greenland

THE MEDIA BUSINESS

Advertising | Stuart Elliott

Taking Posters to the Streets To Promote Racial Harmony

ONE ad agency's efforts to do well by doing good are assuming an unusual resonance in the wake of the violence over the Rodney King verdict.

Beginning tomorrow, posters that promote racial harmony are scheduled to be mounted on 250 telephone kiosks around the five boroughs of New York City. The pro bono campaign, by Smith/Greenland Inc., had been in the works since racial disturbances racked the Crown Heights section of Brooklyn last summer.

Of course, the campaign has taken on a fresh urgency after the rioting over last week's acquittal of four white Los Angeles policemen who had been on trial for beating Mr. King, a black motorist.

"That's what is sad," Doug Raboy, creative director at Smith/Greenland, said in an interview last week at the agency's office on the West Side of Manhattan. "There's always something going on that makes this timely."

As soon as Mr. Raboy, 28 years old, joined Smith/Greenland last month from DDB Needham New York, he began working on the campaign with Drew Greenland, an executive vice president there.

"This is for all of us who are losing patience with each other," said Mr. Greenland, 34, who is the son of Leo

Greenland, the agency's chairman and chief executive. "But we didn't want to put anything out unless it makes people think."

The posters were all produced in the same graphic format of contrasting black-and-white vertical columns. Two were printed with black text on a white background on the left, with white text on a black background on the right. On the third poster, the colors were reversed.

One says: "You have a tumor. In your brain. A specialist is ready to operate. He's black. Is that a problem?"

The second says: "You're drowning. You begin to panic. A hand reaches in to save you. It's black. Is that a problem?"

And the third says: "Your son needs a new kidney. In 48 hours. They found a donor. He's white. Is that a problem?"

Mr. Greenland estimated the value of the ad space on the kiosks at around \$200,000. Mr. Raboy said he and Mr. Greenland hoped to arrange for additional copies of the posters to be put up on walls, building facades and other sites around the city, in a guerrilla process known as sniping or wheat pasting, after the wheat paste used to affix the posters.

The posters were signed by Smith/Greenland on behalf of Citizens for

Racial Harmony, an advocacy group that, at the moment, has a membership of two: Mr. Greenland and Mr. Raboy.

"To go through an organization, you have to run through the bureaucracy," Mr. Greenland said in explaining why the pair preferred to operate independently rather than create a campaign for existing groups that battle prejudice.

Robert Sherman, executive director of the Increase the Peace Volunteer Corps in Brooklyn, an organization founded in January through the office of Mayor David N. Dinkins, reacted favorably to the advertising after it was described to him in a telephone interview.

"We have to support a host of public awareness campaigns," he said. "The problem is so severe, and so emotional, that we need multiple efforts against it."

"There's one essential message, not necessarily in this campaign, that needs to get out there, and some campaign ought to tackle it one of these days."

"It's that people can take personal initiative on the issues of bias and prejudice. They are problems in people's lives, and the solutions are in people's lives — not just reading posters, but doing something in their own neighborhoods."

THE WHITE HOUSE

WASHINGTON

Maggie -
FYI

To: Ann Stock
From: Marsha Scott 
Date: May 28, 1993
Re: Student project in East Room

Yesterday, May 27, Claude Taylor of my staff met with Joyce Bonnett regarding the student volunteer appreciation picnic we are planning for June 12 or 19. As part of this appreciation day we thought it would be a great idea to use the East Room as a huge staging area to begin processing Presidential Correspondence.

With several hundred enthusiastic young people opening and stapling the mail, I feel we could accomplish a lot. In addition, this event could be a fantastic media event. Please get back to me with any comments or suggestions.

Marsha-

Joyce told me about this event, and although it sounds like a great idea, the East Room is not appropriate for it. Another suggestion would be to look at an armory or another building, but it does sound like a good idea!

Thanks, Ann



THE WHITE HOUSE

WASHINGTON

May 20, 1993

MEMORANDUM FOR THOSE INVOLVED IN HANDLING THE FIRST LADY'S
PERSONAL CORRESPONDENCE

FROM: KELLY H. CARNES
ACTING DIRECTOR OF CORRESPONDENCE
FOR THE FIRST LADY

SUBJECT: PROCEDURES FOR REDUCING VOLUME OF
MATERIAL PRESENTED TO THE FIRST LADY

As we discussed during our meeting on May 10, 1993, due to the First Lady's overwhelming workload, we all need to use our best efforts to limit the number of documents and other materials which the First Lady is asked to review or sign. Following is a description of the procedures we agreed on to reduce the volume of material given to her for review or signature:

1. Use People Base System to Identify Personal Friends

We will obtain copies of the People Base System for use by Pam Barnett, Milli Alston and me as soon as possible. This will enable each of us to determine whether or not a writer is a personal friend before the letter is logged for the First Lady, or she is asked to review a response to that writer.

Once it is determined that a writer is a personal friend of the First Lady, the letter will be forwarded to Milli for logging and handling. Any overflow work will be handled by Pam Barnett.

2. Issues Mail from Personal Friends Handled by General
Correspondence Unit

Issues-related correspondence from personal friends may be forwarded to my office. We will prepare a draft response and then forward the draft to Milli to be personalized and finalized. Milli will determine whether or not each response should be reviewed or signed by the First Lady. Any responses which are not given to the First Lady for signature will be autopenned and mailed.

Attached is an index setting forth each issue for which my office is currently using an approved form letter. Within the

next few weeks, we will also complete and obtain approval of several additional issues letters.

3. Limit Photographs Which Receive Original Signature

Subject to the First Lady's approval, we will have all photographs of individuals who do not know the First Lady taken at meetings and other events autopenned, rather than signed personally. Transmittal letters will also be autopenned.

4. Thank you Notes from Guests at Residence Will be Logged for the First Lady

Thank you notes left by guests at the residence will not be delivered to the First Lady. The notes will be collected by Capricia Marshall, and a memorandum will be prepared once a week listing the names of individuals who have left such notes for the First Lady.

5. Resumes and Recommendations Handled by Anne Bartley

Letters from personal friends who enclose their resumes or recommend others for positions in the administration will be handled by Anne Bartley. Milli Alston will log these letters for the First Lady, and then forward them to Anne Bartley for handling. These writers will receive a response signed by Anne. The First Lady will not need to review this correspondence.

Distribution:

Milli Alston
Pam Barnett
Carolyn Huber
Capricia Marshall
Marsha Scott
✓Maggie Williams

THE WHITE HOUSE

WASHINGTON

May 20, 1993

GENERAL CORRESPONDENCE ISSUES INDEX

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Homosexuals in the Military-Pro
Homosexuals in the Military-Con
Leonard Peltier

THE WHITE HOUSE

WASHINGTON

MAY 5, 1993

MEMORANDUM FOR ALL WHITE HOUSE AND OTHER EXECUTIVE OFFICE OF THE
PRESIDENT STAFF

FROM: THOMAS F. MCLARTY, III
CHIEF OF STAFF



RE: PRESIDENTIAL AND FEDERAL RECORDS

Attached are two memoranda concerning Presidential and federal records -- the records we create and receive in the Executive Office of the President.

All personnel in the White House and other offices in the Executive Office of the President should review these memoranda carefully and comply with the guidance set forth therein.

Thank you for your cooperation.

Attachments

THE WHITE HOUSE

WASHINGTON

May 5, 1993

MEMORANDUM FOR ALL EXECUTIVE OFFICE OF THE PRESIDENT STAFF

FROM: JOHN D. PODESTA *JDP*
Assistant to the President and
Staff Secretary

STEPHEN R. NEUWIRTH *SN*
Associate Counsel to the President

RE: Presidential Records

The offices within the Executive Office of the President generate two categories of records: "Presidential Records" and Federal Records." A separate memo from David Watkins and Bruce Overton has been circulated today concerning "federal records."

This memorandum sets forth guidance on the creation, maintenance and disposition of "Presidential records" -- records "created or received by the President, his immediate staff, or a unit or individual of the Executive Office of the President whose function is to advise and assist the President, in the course of conducting activities which relate to or have an effect upon the carrying out of the constitutional, statutory, or other official or ceremonial duties of the President."

It is important that all staff in the Executive Office of the President review this memorandum carefully. The failure to designate documents and other materials properly can have serious implications, including possibly subjecting those materials to public disclosure under the Freedom of Information Act during the President's term of office.

I. UNITS WITHIN THE EXECUTIVE OFFICE OF THE PRESIDENT
THAT GENERATE PRESIDENTIAL RECORDS

All records of the White House Office, the Office of Policy Development, the National Economic Council, the Council of Economic Advisors, the President's Intelligence Oversight Board

of his staff, but only if such activities relate to or have a direct effect upon the carrying out of constitutional, statutory, or other official or ceremonial duties of the President.

44 U.S.C. § 2201(2).

Under this definition, Presidential records are documentary materials that meet two tests. First, the materials must have been created or received by the President, his immediate staff, or a unit or individuals (including volunteers) in the EOP whose function it is to advise and assist the President. Second, the records must relate to or have an effect upon the carrying out of the constitutional, statutory, or other official or ceremonial duties of the President. Presidential records may be in any physical form, including paper, film and disk. The method used to record information may be manual, mechanical, photographic, electronic, or any combination of these or other technologies.

A document created by personnel in a White House office, or an EOP office that advises and assists the President, normally is a Presidential record once it is circulated to others in the course of conducting activities which relate to or have an effect upon the carrying out of Presidential duties. Moreover, even documents that are not circulated can be Presidential records if, in the judgment of the office at issue, those documents are needed to conduct business that relates to or has an effect upon the carrying out of Presidential duties.

Materials received by personnel in the White House office, or in EOP offices that advise and assist the President, similarly become Presidential records when they are received in the course of conducting activities which relate to or have an effect upon the carrying out of Presidential duties. Materials received may be Presidential records whether they have been transmitted in person, by messenger, by mail, by electronic communication, or by any other means.

At the same time, several types of documentary materials are not subject to the Presidential Records Act. The Act expressly excludes documentary materials that are (1) official records of an agency; (2) stocks of publications and stationery; and (3) extra copies of documents produced only for convenience of reference, when such copies are clearly so identified.

The Act also excludes "personal records," defined to include all documentary materials, or any reasonably segregable portion thereof, "of a purely private or nonpublic character which do not relate to or have an effect upon the carrying out of

- tickler, follow-up or suspense copies of correspondence, provided there are copies of such documents in the official files;
- newspaper clippings or news summaries, that have not been annotated, or organized or arranged for some official purpose;
- copies of printed or processed materials, such as operating and procedural manuals, directives, and notices, distributed for the information and use of office employees;
- shorthand and other notes that have been transcribed or converted to formal documents that have been verified for accuracy and completeness; and
- catalogs, trade journals, and other publications that are received from other government agencies, commercial firms, or private institutions and that are maintained for reference purposes.

It is important to remember, however, that certain documents in the categories listed above may be Presidential records -- particularly given that, in the White House, drafts, working papers and other similar materials often document policy development, significant decisions, or other matters related to the carrying out of Presidential duties, as discussed below.

III. Requirements for creation and maintenance of Presidential records

When advising or assisting the President in carrying out his duties, White House and EOP employees are responsible for complying with the Presidential Records Act and related regulations.

The law imposes an affirmative obligation on staff members to document adequately the performance of the President's constitutional, statutory and ceremonial duties. Where appropriate, staff members should document -- through notes, minutes or memoranda -- meetings, conversations and other business in connection with, or related to, the carrying out of the President's duties.

Presidential records should be maintained in organized files. For offices creating both Presidential and federal records, it is critical that staff members carefully segregate Presidential and federal records. Federal records are subject to

Records generated electronically must be incorporated into an official recordkeeping system. Thus, no word processing or e-mail document that is a Presidential record should be deleted unless it has been (a) printed and placed in an appropriate file, or (b) preserved in an appropriate electronic system. Questions concerning the record status of electronically generated materials should be directed to the White House Records Management Office. That office will periodically monitor electronic systems to ensure that correct records status determinations have been made.

As is the case for all record matters, the White House Records Management Office will continue to work with the White House Counsel's Office to coordinate policy and practices with respect to electronic Presidential records.

V. Disposition and destruction of Presidential records

Presidential records are the property of the United States and may be disposed of only in accordance with procedures established by the Archivist of the United States. The Presidential Records Act prohibits the disposal of Presidential records unless those records no longer have administrative, historical, informational, or evidentiary value. Moreover, before disposing of any Presidential records, the President must notify the Archivist who, under certain clearly defined circumstances, will notify appropriate Congressional committees.

The White House Records Management Office will provide guidance concerning disposal of certain recurring types of papers, including form letter public mail, unsolicited public mail that is not reviewed by any person in the White House with decision-making authority and not answered by any member of the White House staff, anonymous public mail, and enclosures received in public mail -- most of which may be destroyed after notification to the Archivist of the United States or the Archivist's representative.

Offices that have these recurring types of disposable material should coordinate all disposal procedures through the Office of Records Management. Under no circumstances should such material be disposed of without prior approval of the White House Records Management Office. (Prior approval is not necessary for the destruction of exact duplicates of documents which are being retained, or for unmarked copies of officially published documents, such as printed reports.)

The White House Office of Records Management serves as a central file for all Presidential records. Its primary role is to manage, process, maintain and store records for the daily use

personal use, except copies of documents that have already been publicly released.

Federal records should be left at the appropriate agency, and disposed of in accordance with the advice set forth in the federal records guidance memorandum from David Watkins and Bruce Overton.

Purely personal, unclassified materials may be removed from the office by staff members at any time, subject to any agency procedures regulating such removal. If, during the course of service at the White House, a staff member wishes to store personal (including private political) materials at the White House Office of Records Management, the staff member must clearly designate those materials as "personal."

VIII. Records in the Office of the Vice President

The Presidential Records Act expressly provides that records of the Office of the Vice President are Vice-Presidential records and are to be treated under the Presidential Records Act in the same manner as Presidential records. Thus, materials created or received in the Office of the Vice President should be treated in accordance with the guidance set forth above. The Office of the Vice President has its own records management staff, and personnel in the Office of the Vice President should consult with that staff for additional guidance regarding the filing and disposition of Vice President's Office records.

The Presidential Records Act further provides that "[t]he authority of the Archivist with respect to Vice-Presidential records shall be the same as the authority of the Archivist with respect to Presidential records, except that the Archivist may, when the Archivist determines that it is in the public interest, enter into an agreement for the deposit of Vice-Presidential records in a non-Federal archival depository."

IX. Training

The White House Office of Records Management and other appropriate personnel will be providing records management training in the near future.

★ ★ ★

The foregoing is designed to provide general guidance with respect to the Presidential Records Act. Specific questions of coverage or interpretation should be addressed to the White House Counsel's office. Assistance in records maintenance and

THE WHITE HOUSE

WASHINGTON

May 5, 1993

MEMORANDUM FOR ALL EXECUTIVE OFFICE OF THE
PRESIDENT STAFF

FROM: DAVID WATKINS 
Assistant to the President for
Management and Administration

BRUCE OVERTON 
General Counsel,
Office of Administration

RE: Federal Records

INTRODUCTION

The offices within the Executive Office of the President generate two categories of records: "Presidential Records" and "Federal Records."

Records are "Presidential" if they are "created or received by the President, his immediate staff, or a unit or individual of the Executive Office of the President whose function is to advise and assist the President, in the course of conducting activities which relate to or have an effect upon the carrying out of the constitutional, statutory or other official or ceremonial duties of the President." Such Presidential records are subject to the provisions of the Presidential Records Act, 44 U.S.C. § 2201. Presidential records remain in the custody and control of the President during his term of office and are not accessible to the public until five years after the end of the Administration, at the earliest. The treatment of Presidential records will be addressed in a separate memorandum issued today by the White House Office.

It is the purpose of this memorandum to discuss the identification, maintenance and disposition of "federal" records. Materials are "federal records" if (1) the materials have been created or received by agency personnel in connection with their official duties in a federal agency, and (2) the materials are appropriate for preservation as evidence of the agency's activities or because they contain information of value. Federal records are subject to the provisions of the Federal Records Act, 44 U.S.C. Chapters 29, 31 and 33. Unlike Presidential records, federal records are accessible to the public during the

The guidance that follows will assist EOP staff in complying with the Federal Records Act, which is designed to ensure that documentation of official activities is adequately created and preserved. See 44 U.S.C. § 3101. As explained below, not every document that you create or receive will be subject to the Federal Records Act, and it is therefore important to review this guidance to understand when Federal Records Act obligations do apply. In preparing this guidance, we have consulted with officials of the National Archives and Records Administration.

DEFINITION OF FEDERAL RECORDS

The Federal Records Act defines federal records as:

[A]ll books, papers, maps, photographs, machine readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an agency of the United States under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of data in them.

-- 44 U.S.C. § 3301.

Under this definition, federal records are documentary materials that meet two tests. First, the materials must have been created or received by agency personnel in connection with their official duties in a federal agency. Second, the materials must be appropriate for preservation as evidence of the agency's activities or because they contain information of value. Federal records may be in any physical form, including paper, film and disk. The method used to record information may be manual, mechanical, photographic, electronic, or any combination of these or other technologies.

A document created in any agency normally becomes a federal record once it is circulated to others in the course of conducting agency business, or once it is placed in files accessible to others. Moreover, even documents that are not circulated can become federal records if, in the judgment of the agency, those documents are needed to conduct agency business -- and whether or not those documents are accommodated by current filing systems employed by the agency.

commercial firms, or private institutions and that are maintained for reference purposes.

In addition, certain "personal papers" fall outside the scope of the Federal Records Act. Personal papers are documentary materials that are not used in the transaction of agency business. Examples include:

- Papers and other materials accumulated by a staff member before joining government service.
- Materials that relate to a staff member's private affairs, such as personal financial records, insurance forms, and materials relating to an individual's professional activities and outside business and political pursuits.
- Personal photographs.
- Materials that may refer to official duties but are not directly used to carry out those duties. These include diaries, personal calendars, journals, and notes intended for an individual's personal use (memory aids and personal observations on work-related matters).²

It is important to remember, however, that certain informal documents may be federal records. In the Executive Office of the President, to a greater extent than in many other government offices, drafts, notes, background materials or working papers can be considered federal records because they document policy development, significant decisions, major activities, or other matters basic to an understanding of the office and its role in government operations. Such materials should be treated as federal records and maintained in official files if they were circulated for review or clearance, and if they have been modified substantively.

When it is difficult to determine whether documents or other records should be treated as federal records, you should tentatively treat them as federal records and contact the appropriate EOP agency records management office for a final determination. Legal questions will be referred by the records management office to appropriate counsel.

² For further information on personal papers, consult Personal Papers of Executive Branch Officials: A Management Guide, published by the National Archives and Records Administration. Copies are available in the Office of Administration, Records Management Office.

instructions, the following special rules should be observed by components of the EOP that generate federal records:

1. Material may not be deleted from any e-mail file unless (a) the material has been retained in full on a back-up tape or other comparable medium, and (b) the retained version includes both full text and all available transmittal information; and
2. EOP staff members with records management responsibility must monitor the implementation of guidance on federal records (including the status of records) to ensure consistent application of the court's order.

Questions concerning the status of electronic records, or the application of these rules to particular computer systems, should be directed to the appropriate EOP agency records management office. Those offices will periodically monitor electronic records systems to ensure that correct records status determinations have been made.

DESTRUCTION OR REMOVAL OF FEDERAL RECORDS

Federal records, as defined by the Federal Records Act, may not be destroyed, or permanently removed from appropriate official files, without the prior approval of the National Archives and Records Administration.

Federal records should be maintained in organized files and may not be damaged or altered by any staff member. Nor may federal records be temporarily removed from official files except for official purposes, and only if returned to the official files upon completion of that official function.

Policies and procedures governing the disposition of federal records are prescribed by the National Archives and Records Administration and are incorporated into the EOP records management program. Further information concerning these policies and procedures should be obtained from the appropriate EOP records management office.

REMOVAL OF NONRECORD AND PERSONAL MATERIALS

Purely personal, unclassified materials may be removed from the office by staff members at any time, subject to any agency procedures regulating such removal.