

SAMPLE

EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
Educational Standards	Ensure that <u>X</u> of states sign on to standards for 4th and 8th grades thereby establishing a goal for students to reach. Ensure that schools and their teachers adequately prepare our children.	<u>X</u> months / years	Results in better educated students in public schools (as long as "failure" group does not develop). Results in measurement of school performance. Mainly helps students in <u>X</u> situation. There are <u>Y</u> students in that situation.	May entail high costs to organize efforts in each state where there are differing power centers / dynamics. Will require work to ensure that it is not used as a tool against minorities.	Has strong bi-partisan element. Sometimes results in alienation of minority community and may cause dissension within that area of the party.
Guarantee Two Years of Higher Education (Chaka Fattah Plan: 21st Century Scholars Act)	Guarantee Pell Grants to sixth-grade students from low income families.	<u>X</u> months / years	Increases college participation rates for this group, and broadly instills expectation of college attendance among lower-income students. 700,000 students available for benefit in first class. Promotes high school completion, job readiness and lower incidence of delinquent behavior.	\$2.5 billion for first group of sixth-grade students. May create a new entitlement and will cost shift in budget priorities from one program to this one. May guarantee help to many non-needy students. Does not provide additional support like mentoring, tutoring and other support services that are critical for success.	Has bi-partisan support.
Additional building blocks to be added here.					

*Note that this example has both an old initiative that we are still developing and a new idea. Please include both in your input.

*This template will be provided to you for incorporation of your own input.

TEMPLATE

PILLAR					
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)

THE WHITE HOUSE

WASHINGTON

August 11, 1997

MEMORANDUM FOR STRATEGY TEAM

FROM ERSKINE BOWLES AND SYLVIA MATHEWS ^{AND S} ^{THAT}

SUBJECT: Follow-up to Friday's Strategic Meeting

As a follow-up to last Friday's meeting, this memo details the assignments and their deadlines. A template is attached for you to use as you develop the assigned pillars. On Wednesday, a memo with your assigned pillar(s) will be due to Andrew Mayock by 5 p.m. On Thursday and Friday, Erskine will hold meetings to discuss the paper that has been produced and next week will be spent refining that paper. During the week of August 25th, Erskine and Sylvia will use the pillars as the foundation of a memo that we will send to the President on August 29th. When the President returns, we will meet with him to discuss the different choices among pillars and in some cases, within a single pillar.

PILLARS

1. Education - Reed, Sperling
2. Renewing our Cities (including sustainable development), Welfare, Underclass - Sperling, Reed, Klain
3. Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons (including perhaps, the future of young men) - Reed
5. Renewal of Family (issues like child care, balance of time, divorce, adoption, the media, family medical leave) - Verveer, Echaveste, Reed
6. Children - Sperling, Reed, Verveer, Echaveste
7. Racial Reconciliation (including civil rights enforcement, immigration, the judicial system) - Echaveste
8. International Economic Leadership - Tarullo, Summers, Sperling
9. Savings/Entitlement Reform - Sperling, Summers
10. American Leadership Abroad (including peace, defense structure, democracy) - Berger, Steinberg
11. Science/Technology (including reinvigorating the R/D budget, medical sciences, medical ethics) - Gibbons, Podesta, Gips, Sperling
12. Rego/Effectiveness of Government (like eliminating errors in Medicare or EITC) - Stone
13. Gifts to the Future (rebuilding our schools, the Millennium, museums, culture) - Verveer
14. Health Care/Improving Health Status (vaccination efforts, smoking reduction, adding years to the life span, decreasing suffering of elderly and sick, medical science improvement, more insured) - Jennings, Reed

Note: OMB and CEA will be a part of many of these issues.

There were a number of other ideas that came out of our brainstorming session. However, as the group tried to create a manageable number to produce detailed paper on, some items came off the primary list. The topics not included:

- Making Markets Work (negative ramifications of the modern economy, growing power of the corporation, new transactions, improving the framework of competition)
- Culture
- President as Teacher
- New Ethics
- Service

To help in this process, we have also attached documents that list Administration initiatives for the year 2000 and our State of the Union goals. Also, a sample and a blank template are attached so that each pillar can be summarized in a way that can be compared to others. The President will, of course, want back up memoranda describing each area summarized in the template. As you fill in the elements of your pillars, please include policies that are already being pursued. Andrew Mayock will e-mail the template to your office. If you have any questions, his number is 6 - 7492.

Once again, your assignments are due no later than 5 p.m. on Wednesday. The paper will be distributed for meetings that will be held on Thursday and Friday. Andrew will let you know in which meeting times your topic will be discussed.

Attachments: Clinton Administration Initiatives for the Year 2000
1997 State of the Union - Policies Announced
Sample Chart on Education Pillar
Template Pillar Chart (also will be provided electronically)

1997 STATE OF THE UNION -- POLICIES ANNOUNCED
Tuesday, February 4, 1997

Unfinished business:

Balanced budget:

- Balance budget by 2002;

Campaign finance reform:

- Pass McCain-Feingold by 7/4;

Welfare reform:

- Finish reforming welfare -- move 2 million people from welfare to work by 2000.

Education:

Standards:

- Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math;
- Teacher standards -- enable 100,000 more teachers to seek national certification as master teachers;

Literacy:

- America Reads -- at least 100,000 college students to volunteer as reading tutors;

Early learning:

- HRC conference on Early Learning and the Brain (spring);
- VP family conference on parents' involvement in learning (June);

Public school choice:

- Create 3,000 charter schools by the next century;

School construction:

- Pass \$5 billion to help communities finance \$20 billion in school construction over the next four years;

College opportunity:

- HOPE Scholarships;
- \$10,000 tax deduction;
- Expanded IRA's;
- Largest increase in Pell Grants in 20 years;

Training:

- Pass G.I. Bill for America's Workers;

Education technology:

- Finish connecting every classroom and library to the Internet by the year 2000.

Science and technology:**Hospitals:**

- Connect every hospital to Internet;
- Challenge private sector to connect every children's hospital to Internet;

Internet:

- Build the second generation of the Internet;

Medical research:

- Reinforce commitment to medical science (AIDS vaccine).

Stronger families:**Helping parents succeed at home and at work:**

- Expand Family and Medical Leave;
- Pass flextime;

Health care:

- Extend health coverage to up to 5 million uninsured children;
- Reform Medicare; expand Medicare to cover respite care for Alzheimer's, annual mammograms;
- Guarantee woman can stay in hospital 48 hours after mastectomy;

Responsibility:

- Make it a felony for parent to cross state line to flee from child support;

Protecting children:

- Stand firm in determination to ban advertising/marketing of cigarettes aimed at kids.

Stronger communities:**Crime/drugs:**

- Finish hiring 100,000 police;
- Pass Victims Rights Amendment;
- Pass Juvenile Justice bill;
- Largest anti-drug effort ever;

Urban agenda:

- Empower urban communities through investment and loans (double number of empowerment zones, restore contaminated urban land and buildings, expand community development banks);
- Use empowerment approach to renew DC;

Environment:

- Clean up 500 more toxic waste sites;
- Make polluters pay;
- Designate 10 American Heritage Rivers this year;
- Ban worst toxic chemicals and reduce greenhouse gases;

Service:

- Mobilize millions of Americans to national service;

Culture:

- America 2000 celebration of culture and the arts.

World leadership:**Undivided democratic Europe:**

- Expand NATO by 1999, strengthen NATO's Partnership for Peace;

Asian Pacific community:

- Together with South Korea, advance peace talks with North Korea;
- Call on Congress to fund our share of agreement under which North Korea must freeze and dismantle nuclear weapons program;
- Pursue deeper dialogue with China (invited China's President to come here);

Global economy/trade:

- Expand exports, especially to Asia and Latin America (need authority to conclude new trade agreements);
- Will visit Latin America in the spring;

New security threats:

- Ratify Chemical Weapons Convention;

Military strength/tools:

- Increase funding for weapons modernization by year 2000, take care of men and women in uniform;
- Pay our debts and dues to international financial institutions like the World Bank, and to a reforming United Nations.

One America:

- ~~No specifics.~~ Race Initiative

Bruce - I guess we should
do this. Could you please
ask Cathy to make me a
copy?

EJ

EB

NATIONAL ECONOMIC COUNCIL
Long-Term Planning
May 15, 1997

John H. Johnson
Kathleen Conley
Boris Reul
This document
a first rate
document
you have
a sample
of it
EJ

As we approach mid-year, it is a good time for us to consider planning and priorities for the NEC. For your consideration in that effort, attached you will find the following documents:

- The subprocesses related to completion of the bipartisan balanced budget agreement;
- Existing legislative priorities where NEC processes are underway;
- Non-legislative processes that are taking place or are being framed;
- Possible processes that we can consider starting or past processes to consider re-energizing; and
- The NEC's "goals and objectives" memorandum to Erskine Bowles of February 28, 1997, which we have used as our roadmap thus far this year.

To team leaders -

This is the kind of
memo I'll put together
from the material you
give me - today. Thanks.

EJ

CRITICAL BUDGET PROCESSES

1. **Working with Senate Finance Committee and House Ways and Means Democrats on a Unified Education Tax Cut Proposal**
2. **Defining the Boundaries of What is Agreeable on Taxes**
3. **Preparation and Hill Briefings to Defend Against Encroachment on EITC**
4. **America Reads**
 - Agreed to America Reads, but lacking an authorization: must ensure that there is a congressional commitment to passing the proposal
5. **School Construction: Agenda to Support Initiative Outside of Budget Agreement**
6. **Long-term Medicare and Social Security**
 - Bipartisan process or commissions? Timing and Expectation?
 - Separate processes for Social Security and Medicare?
 - Extent to which these issues should be tied to long-term retirement security issues
7. **Plan for Developing Children's Health Care Initiatives**
 - Seek unified Democratic plan?
 - Work with Thomas
 - Issue of joint committees in House?
8. **Details of Medicare**
 - MSAs and objectionable policies
 - Details of protections for low-income seniors
9. **How to Best Target Medicaid DSH Savings**
10. **Plan for Developing Welfare-to-Work Initiatives**
 - Develop consensus plan on \$2-3 billion welfare-to-work jobs initiative
11. **Strategy to Protect Key Discretionary Priorities Not Specifically Protected in the Agreement**
12. **Other**

LEGISLATIVE PRIORITIES

1. Pass NEXTEA Reauthorization

- Administration seeking a reauthorization bill that speeds welfare recipients' transition to work, improves safety, and protects the environment (the Congestion Mitigation and Air Quality and Transportation Programs).
- The House and Senate will markup after Memorial Day, with CMAQ as the major battleground.

2. Electricity Restructuring

- Develop Administration position by summer to make electricity industry more competitive

3. Product Liability

- Policy process needs to determine, internally and then on Capitol Hill, whether there is legislation that can meet the President's concerns and get passed on the Hill, what the timing is, and what alternative contingency plans are.

4. Securities Litigation Reform

- Policy process needs to determine internally whether we favor some form of preemption of state securities litigation.

5. Fast Track

6. China/MFN

- Ongoing Administration effort to push for win in July

7. Pass Flex Time and FMLA Expansion

- NEC process to continue to consult with interested agencies on legislative strategies
- Work with Democratic members to build bipartisan support for Flex Time legislation consistent with the President's principles in late May and early June
- Defeat Comp Time proposals inconsistent with the President's principles

8. Skill Grants

- NEC, Labor Department, and OMB will monitor development in compliance with the President's principles.

9. Financial Services Modernization

- The go/no-go decision should be made shortly. If we decide to proceed with a bill, we should aim for acceptable legislation enacted by the end of the 105th Congress.

10. Fed Nominee Confirmation

11. Get Other Financial Services Regulators Nominated and Confirmed

- These include FDIC, SEC, and OTS

12. Higher Education Reauthorization

- NEC will work with Education Department beginning in June on their planned themes for the reauthorization.
- Issue of early Pell Grant proposal (Rep. Chaka Fattah)
- Senate not likely to pass reauthorization until 1998.

13. District of Columbia

- NEC assisting OMB and others in development of DC proposal, particularly regarding pensions and economic development

14. Patent Reform

- NEC assisting OMB, Commerce and others to enact legislation that streamlines the Patent and Trademark Office and achieves substantive reform of patent policy.

15. Superfund

16. Ex-Im/OPIC Reauthorization

17. 150 Account

ADDITIONAL NEC PROCESSES

1. New Pension Initiatives

- NEC leading interagency-level working group on this.
- Depending upon impact on budget and budget process, several new initiatives as well as proposals from last year's Retirement Savings and Security Act could be introduced sometime this summer.

2. Refine U.S. Position on Global Climate Change

- Tarullo and McGinty heading working group
- Develop analysis to support decision on U.S. negotiating position for Kyoto treaty negotiations scheduled to conclude in early December
- Determine whether President should take lead in sketching out the types of emissions constraints the Administration is willing to support.

3. PM/Ozone

- NEC, OIRA, and CEQ working on review of proposed PM/Ozone rule changes

4. Income Inequality and Hispanic Education

- NEC continuing to investigate general income inequality issues, focusing specifically on falling real Hispanic incomes, with emphasis on role of education and drop-out rates. Develop policy responses.

5. Personal Bankruptcies and Credit Card Debt

- NEC interagency process beginning to prepare for a possible response to National Bankruptcy Review Commission recommendations that will be released this fall
- Continue to monitor credit card debt.

6. Sweatshops

- NEC and Labor Department continuing to monitor efforts of the Apparel Industry Partnership
- NEC may begin an interagency working group process to coordinate overall sweatshop initiative

7. Education Technology

- NEC's top priority is successful implementation of the E-rate, which will provide up

to \$2.25 billion annually in discounts for schools and libraries; and full funding of the President's \$500 million request for the Technology Literacy Challenge Fund.

- NEC is working with DoEd and OVP to identify additional ed tech initiatives, particularly regarding educational content, teacher training, and private initiatives.

8. Income-Contingent Repayment of Student Loans

- NEC working with DoEd to explore making ICR generally available to public

9. Military Base Reuse

- NEC working with Defense, the Chief of Staff, and others to monitor the current process and gain support for significant additional reform, particularly the cumbersome process for getting land, buildings and personal property transferred to communities for redevelopment.

10. INTELSAT Restructuring

- NEC working with others to develop and negotiate a plan for restructuring of this treaty organization that enhances competition in satellite telecommunications.
- Absent such a plan, take steps to protect our market from the potential distortion of an anticompetitive restructuring.

11. Aerospace "Offsets"

- NEC interagency working group is analyzing labor concerns about foreign "offsets" (outsourcing) in aerospace and putting in place an institutional mechanism to improve the dialogue among labor, management and government on this issue.

12. FAA Reform

- Assisting OVP, Transportation and others to restructure the financing and management of the FAA, including implementation of the recommendations of the Gore Commission and the ongoing National Civil Aviation Review Commission.

13. Science and Technology Initiatives

- NEC is working with OVP and OSTP to identify or implement Administration science and technology initiatives, such as the Next Generation Internet, new models for public/private collaboration, establishment of prizes for specific technological advances, and the promotion of new applications for information and communications technologies.

14. APEC Leaders Meeting in November

NEW PROCESSES AND OLD PROCESSES TO CONSIDER RENEWING

1. Labor Markets and Welfare-to-Work Initiative

- NEC assisting welfare-to-work effort by focusing on evaluations and studies of what works

2. Housing

- NEC to work with HUD, DPC and others to develop initiatives in homeownership and other areas

3. Community Empowerment

- Need to restart NEC/DPC process with OVP regarding new ideas and continuing efforts on Brownfields and EZ/ECs.

4. Disasters

- Work with OMB, Treasury, and FEMA on development and funding of a consistent, effective Administration position on disaster mitigation and financial support, and have a viable program before the next major non-flood disaster.

5. Regulatory Reform

- If restarted by OIRA, NEC will assist

6. Workforce Development Policy

7. Corporate Citizenship

February 28, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: GENE SPERLING

**SUBJECT: The National Economic Council's Goals
and Objectives for the Next 6 to 12 Months**

Using the President's State of the Union address as a guidepost, I have outlined below the goals of the National Economic Council (NEC), and the objectives that we plan to use to achieve those goals.

GOAL: Reach a Balanced Budget Agreement that Addresses the President's Priorities. The NEC is working towards ensuring that a majority of congressional Democrats support a budget package that reaches balance by 2002, protects our priorities, and significantly increases investment in education.

Objectives:

- Prior to the budget negotiations commencing, coordinate activities of the budget working group, which meets twice each week and is comprised of White House staff as well as department representatives, to implement the four objectives listed below
- Continue to protect the credibility of our budget plan through media and outreach efforts
- Continue to make our priorities untouchable, including the education initiatives, children's health coverage, and the EITC, through speeches, White House events, and media efforts
- Prepare for the likely Republican attack on our tax cut
- Continue to show supportive constituencies that our budget is progressive on numerous issues, including cities, rural areas, children, the environment, women, and the disabled through media and outreach efforts

GOAL: Make Significant Progress on Our Education Initiatives. The NEC and the Domestic Policy Council (DPC) have developed a comprehensive strategy for implementing the President's ten point education plan. While working together as a team with the DPC, we are making our main focus five of the areas: (1) passing the school construction initiative; (2) passing America Reads legislation; (3) passing a significant Pell Grant increase and our higher education tax proposals -- including the HOPE Scholarship, \$10,000 tuition tax deduction, and expanded IRA; (4) advancing technology literacy by connecting every classroom and library to the Internet and teaching every twelve-year old how to log on to the Internet; and (5) passing Skill Grants.

Objectives:

- **Higher Education Tax Cuts:** Our objective is to enter budget negotiations with the higher education tax cuts in strong shape by:
 - Gaining the endorsements of major groups that will make a difference with Congress; and
 - Showing Democrats and progressives that we have a package that looks out for low-income families through expanded Pell Grants
- **America Reads:** Our strategy is to work with Carol Rasco, Intergovernmental Affairs, and Legislative Affairs to make this a serious, bipartisan proposal
- **School Construction:** maintain a high profile on this issue and unveil our legislation, while gaining Republican support for the goal
- **Technology Literacy:**
 - Push to achieve full funding in budget for Technology Literacy Challenge Fund (\$425 million) and Innovation Fund (\$75 million)
 - Continue ongoing efforts for a high-profile private sector initiative that captures the imagination (e.g., training every 4th and 5th grade teacher to use the Internet)
- **Skill Grants:** Our objective is to give the President new policy options within two weeks so that he can decide how to formulate a Skill Grant strategy. We will then seek to create support for the initiative and work it through Congress as part of a budget agreement.

GOAL: Protect the President's Tax Cut and Revenue Initiatives. In addition to the higher education tax provisions discussed above, the NEC has an added goal of passing both the children's tax credit and the capital gains reduction for homeownership.

Objectives:

- Run NEC process responding to the Republican tax reform proposals we expect over the summer
- Protect EITC from another round of attacks to ensure that Republican tax cuts are not irresponsible, inequitable, or balloon the deficit
- Carry out budget negotiating strategy

GOAL: Begin the Process of Entitlement Reform. The Administration needs to begin a bipartisan process on entitlement reform.

Objectives:

- Have meaningful entitlement reform within the balanced budget plan
- Work within the NEC to make policy decisions as to what type of bipartisan process we need to have to address long-term Medicare and Social Security issues
- Consider issues related to composition, goals, and timing of the Commission
- Highlight the progress the Administration is already making by extending the life of the Medicare Trust Fund to 2007 in its FY 1998 budget

GOAL: Finish the Job of Reforming Welfare. We must begin the process of meeting the President's goal to move two million more people off the welfare rolls by 2000.

Objectives:

- While Bruce Reed and the DPC will address a wide range of implementation and welfare "fix" issues, our focus will be to provide co-leadership on the Welfare-to-Work Tax Credit and the private sector welfare-to-work initiatives
- Work to ensure a thriving private sector initiative

GOAL: Pass Health Coverage Initiatives for Workers Between Jobs and Children. These initiatives are major priorities in our budget proposal. They would provide assistance to people who lack health coverage through no fault of their own -- children and those families who lose coverage because of job changes.

Objectives:

- Raise the profile on this issue to ensure that it is difficult for Republicans to cut during negotiations
- Work with Intergovernmental Affairs to reach out to governors who may support these initiatives

GOAL: Continue to Empower Communities. The NEC will work through the budget process to secure passage of our Community Empowerment agenda of increasing funding for Community Development Financial Institutions, designating new Empowerment Zones, revitalizing the District of Columbia, and passing a "Brownfields" initiative.

Objectives:

- Develop bipartisan congressional support for community empowerment initiatives in negotiations within the context of the District of Columbia budget working group
- Work with Treasury, OMB, and other White House offices to conduct events in the District to highlight the need to pass the Administration's revitalization plan.
- Focus on additional issues of income inequality, such as Hispanic family poverty
- Work on women and minority small business issues with the Women's Office and the Small Business Administration

GOAL: Pass ISTEA Reauthorization Consistent with President's Budget and Priorities. Work with Department of Transportation (DOT) and DPC to coordinate ISTEA strategy relative to our budget.

Objectives:

- Work with DOT and OMB to send up progressive legislation that builds on the strengths of the 1991 Act
- Use expertise in DOT and other agencies to achieve a funding formula consistent with Administration priorities
- Use speeches and events to achieve the policy goals of ISTEA (environmental protection, safety, innovative financing, and funding flexibility)

GOAL: Sign Family-Friendly Proposals. Consistent with the President's commitments, the NEC will work for passage of Family and Medical Leave expansion and acceptable Flex Time legislation.

Objectives:

- Work with Legislative Affairs, the DPC, the Labor Department and others to expand FMLA to provide 24 hours of additional unpaid leave for workers to attend family medical appointments or parent-teacher conferences
- In complementary effort, work to pass a version of Flex Time that meets the President's principles of choice for employees, real protection against employer abuse, and preservation of basic worker rights
- Conduct speeches and events, such as the President's radio address on February 1 and the Vice President's AFL-CIO meetings in Los Angeles last week, to highlight the importance of these initiatives

GOAL: Address Environmental Issues with CEQ, DPC, and the EPA including particulate matter, electricity deregulation, privatization of the U.S. Enrichment Corporation and global climate change.

Objectives

- Work with OIRA on constituency outreach on Particulate Matter/Ozone.
- Pursue further administrative reforms of the Superfund program to complete inter-agency review of the Administration proposed privatization of U.S. Enrichment Corporation.
- Work with CEQ in managing the development of U.S. Government's position in international climate change negotiations.

COS Duties.

Link DPC to rest of White House:

Cover routine meetings

- 8:15 deputies mtg. (3 days/wk. Paul does other 2); raise issues as neccessary;
- debriefing DPC staff at daily 9:30 call;
- Covering Cabinet Affairs daily COS calls and occasioinal briefings for all COS's.

Point of contact for other White House offices needing DPC assistance/participation in issues.

Handle personnel issues:

- advise on staffing needs;
- recruit staff (hire more junior members; assist with hiring senior staff members);
- train new staff;
- supervise policy staff;

Oversee office operations (Leanne handles for me):

- Purchasing/maintaining office equipment, supplies
- allocating parking permits, space, etc.
-

Advise on office management

- staffing needs;

Bruce / Carol

Interim Issues

- Incoming resumes - how to handle
 - prior to announcement
 - post announcement

- Reiner 0-3

- Staff Expectations

- process - mtgs. w/ individuals

- time line

- expectations (most? will want to stay)

- ask for, resumes, ~~what's~~ memos

if needed.
w/in whitehouse - options?

Next two weeks

- lose end to CLK
- previous commitments
- no ongoing policy?

- Call Icell: - can Bruce just dismiss people?
 - notice?

Carol

- rolodex answer
- check out sheet
- pkg on benefits
- access list.

Stay - At least 9 months;
 - Please work on - prefer to do public health policy
 - short term help you know things & can w/ transition

Bruce

Issues

- Tobacco
- Food Safety
- FDA Reform
- Regulatory Reform [ACRR] Pres. advisory group?
- Other public health (cancer), bioterrorism, infectious diseases.
- Consumer air boss - more to do here [Total w/ Admin. division]
- Kids (0-3 program w/ Jeanne) → events grp
children's research initiative
indicators of child well being.
- welfare/immigration but stalled

[Ag. non pesticides
Food
Environmental]

Cos Duties - hire office manager (free up Leanne)

- computer equipment travel
- phones / notes timekeeping
- Volunteers / Interns
- ~~Recruiting~~ recruiting / hiring / training staff + ethics
- link to rest of WH, Departments through Cos Affairs
- 8:30 call
- 8:15 3x week
- 9:30 call (Pres. schedule, msg. mtg. 5:30)
- Cos affairs bi-monthly bfgs. (managerial)

[Carol - calendar, staffing / bfg book / personnel issues / letters
 - special projects]

How should office be run

Team leaders - issue send

- Support staff person

- know how to get stuff done, supervise, train, carry weight

- can take decisions to 7:30; view can't be

Reactive - forward looking?

- events - work w/ Depts? How? (Through team leaders?)

- New ideas - get communities person who can do the work

Think time - ~~input~~ ^{input}

For Lucha type.

- Maintain communication - briefs.

- Access to principal (may be Depts or team leader)

- Defining roles vis a vis NEC / OMB / ext Affairs / women's office

- routine output

- Reinforce to agencies - DPC is point of contact
resolving policy

How to use Counsel

- Decision mags - ensure / maintain welfare

- joint NEC -

- Prep w Deputies' meetings

- DPC Issue briefs

- rare

Not Highest Priority
- Immigration

Outreach functions / Below the

- Name Americans

- Humanness

Veterans -

F.S. - Early Warning System - 78 budget
more? memoranda? Reports?
O'Hara, Skidell, over

T/4 - *more to do*
- Easier to stay - *leave in 7 months*
- work out the rest works
→ more to do *Food safety tobacco*
Kids drugs - children's indicators / research

COS Duties.

Link DPC to rest of White House:

- Reports, Messages - clearance

Cover routine meetings

- Leon's 8:15 deputies mtg. (3 days/wk. Paul does other 2); raise issues as necessary (heads up on hot issues; get work done w/other staff);
- debrief DPC staff at daily 9:30 call;
- Cover Cabinet Affairs daily COS calls and occasional COS briefings on Cabinet events.

HC - quality -

humor, briefings

Personnel issues:

- advise on staffing needs;
- recruit and train new staff;
- supervise some policy staff, Carol's assistants;

msq

Consumer events

Staff invites

Learn what agencies have; build relationships;

weekend contact

Expert <players>

FDA reform

Food safety

De

Office operations (Leanne staffs):

- budget prep / negotiations with NEC
- Purchasing/maintaining office equipment, supplies
- allocating parking permits, space, etc.
- moves, new hires.

Policy Issues

- Public Health

- food safety

- tobacco

- bioethics

- kids drugs

- Cancer (President's cancer panel)

- other health care (w/Chris)

- Regulatory / Consumer

- FDA reform

- Air Bags (well covered)

- (ACIR)

- Reg reform (divest?)

- Consumer [moves; right to know]

- Other -- health care /welfare (pieces)

- Kids issues

- indicators of child well-being (or Jeanine can staff directly given other's involvement)

- kids research initiative

Overlap -- with Jen Klein, etc...

Wt Conference on Cognitive Development

children's research initiative

Environment

L 0-3

Wt Conference of Childhood

Director

Strengths

- Write well; good editor
- Sharp analyst
- Learned how to put together Presidential events
- Know substance well in key areas -- public health (health care, welfare (less current); environmental, regulatory issues.
- Good contacts at agencies on issues I've handled here

Sizy - title, salary -

- Amy
 - Dan Rosenfield
 - Simon - Food Safety Budget Initiative
-

- Time (amount)
- Use time

ISSUES

① FDA Reform

PUBLIC HEALTH

Food Safety

Tobacco

Cancer / Health Research

Consumer Agenda

Reg issues

Kids Research

- Food Safety
- Consumer
- Reg
- Public Health & Environmental issues

- Kids Research Initiative
- Indicators of Child Well Being
- WH Conference on Cognitive Dvlpt?? 0-3?

NEEDS

- Well-defined Portfolio -- to dig around
- Good understanding w/Chris, Jen
- Support staff (shared)
- Too much to do
- Who do I report to

FDA -- Issue is appearance. Note my record. Personally frustrating. Goal is to get the right outcome. Profound importance of this debate and the way the cards are stacked. Impact not only on drugs and devices -- President's signature initiative, tobacco. Define agency resources; define rules of the market place for drugs and devices.

[What does Bruce Say Tomorrow]

- public health, consumer, ^{environmental} regulatory issues --
- raise profile, --

~~~~~

January 11, 1996

NOTE TO CHRIS JENNINGS

FROM: Elizabeth Drye

SUBJECT: Public Health Section of the Budget Document

Attached are my comments on the health care section of the budget document. I have edited the text of the public health section, and have moved the general discussion of public health up front as we discussed. I still think putting health care and public health under one header buries the President's significant public health agenda, particularly tobacco. Keeping them separate and leading the public health section with a tobacco quote (see below) would have more impact, but I'm not sure how that would fit with the rest of the document.

Hope these edits are helpful.

Suggested tobacco quote:

"We are taking direct action to protect our children from tobacco and especially the advertising that hooks children on the product . . . Cigarette smoking is the most significant public health problem facing our people . . . The vast majority of people who smoke in America today started when they were teenagers. If they don't start smoking when they're on the schoolyard, it's very likely they never will. -- President Clinton, August 23, 1996.

## STRENGTHENING HEALTH CARE

- Broader  
include  
Public health

We can, and we must, work together to reform Medicare and Medicaid so they continue to meet the promise to our parents and our children and continue to expand health care step by step to children in working families who don't have it. We can do that and balance the budget, and take advantage of the fact that new models are clearly making it possible to lower the rate of medical inflation in a way that advances the quality of health care as well as the quality of our long-term objectives in balancing the budget and investing in the future of America. I know it can be done, and I am determined to get it done.

President Clinton  
December 11, 1996

Americans have good reason to be optimistic about the Nation's health care as we approach the new millennium.

Medicare ensures that older Americans receive better health care than the elderly in other countries, so American senior citizens can look forward to a longer life expectancy. Medicaid provides vital health services to low-income pregnant women and children, people with disabilities, and elderly Americans. Together, Medicare and Medicaid serve over xx million Americans. ~~Meanwhile~~, the Federal Government is investing more in biomedical research and technology, enabling us to make much progress toward developing new insights into the possible genetic links of such diseases as breast cancer and to use all the technology at our disposal to fight these diseases.

To strengthen our health care infrastructure

And just in the past year, we have witnessed the rapid development of drugs to help people with AIDS. These new therapies hold the potential for a vastly increased life expectancy for these Americans.

Our private health system, already the world's most dynamic, is undergoing a dramatic transformation — much of it positive. The best private sector innovations have helped make our delivery system more efficient, and improved quality by increasing consumer choice, stressing accountability, and focusing on medical outcomes.

One of the best signs of a healthier tomorrow was last year's passage of the Kennedy-Kassebaum bill. After years of inaction, Congress began to address some of the problems that workers face in getting, and holding onto, affordable health insurance. As the President said when he signed the bill:

Health care reform is measured by how many lives it improves. With this bill we take a long step toward the kind of health care reform our nation needs.

Mar  
to  
(A)  
next  
page

Because of Kennedy-Kassebaum, as many as 25 million Americans have health care security they did not have before; first, no longer will people who have been sick have to fear that they will lose their insurance if they lose their job or decide to change jobs. Kennedy-Kassebaum eliminated the possibility that people can be denied coverage because they have a preexisting medical condition. Second, the law requires insurance companies to sell coverage to small employer groups and to individuals who lose group coverage without regard to their health status. It also made it easier and cheaper for self-employed people to get health insurance, simplified the paperwork of the health care system, strengthened our Medicare fraud and abuse efforts, and helped make long-term care insurance more affordable.

use all past or all present tense.

With this budget, the President begins to take some critical next steps toward a better health care future: healthier future, including:

1. We <sup>P</sup> must <sup>ing</sup> preserve Medicare and Medicaid, while reforming and strengthening both programs in important ways.

3. We <sup>S</sup> must <sup>ing</sup> strengthen the health care infrastructure by investing more in biomedical research at the National Institutes of Health, in programs to combat infectious diseases at the Centers for Disease Control, in the Ryan White AIDS program that provides life-extending drug therapies to many people with AIDS, and in community health centers and Indian Health Service facilities that serve critically underserved populations.

And we <sup>U</sup> must <sup>T</sup> take the next step to help the growing numbers of American families who lack health insurance coverage. The Administration again proposes a "Healthy Working Families" initiative to help the more than three million people (including 700,000 children) in unemployed families keep their health insurance for up to six months. In addition, the budget proposes a new "Healthy Kids" initiative to help provide health coverage for the 10 million children who don't have it; the program would provide funds to help States support innovative partnerships to insure children who are not otherwise qualified to receive Medicaid or employer-sponsored benefits.

insert (A)   
 insert (B)   
 from P. 7

??   
 not sure why we say this   
 who refers to

these bullets should highlight most important   
 needs   
 continuing investment

## STRENGTHENING MEDICARE

The budget strengthens and improves Medicare, extending the solvency of the Part A Hospital Insurance trust fund into 2007. Like the President's budgets of the last two years, this plan gives beneficiaries more choices among private health plans, makes Medicare more efficient and responsive to beneficiary needs, slows the growth rate of provider payments, and holds the Part B Supplementary Medical Insurance premium at 25 percent of program costs.

The plan saves \$100 billion over five years, according to the Health Care Financing Administration's Office of the Actuary.

by   
 reducing unhealthy behaviors among youth, investing in efforts to combat teen smoking and substance abuse, and to reduce teen pregnancy.

2   
 Strengthening our food safety system to meet new challenges posed by emerging pathogens and our growing consumption of foods from around the globe.

## **Provider Payment Reforms and Program Savings**

- ▶ **Hospitals.** The budget reduces the annual inflation increase, or "update," for hospitals; reduces payments for hospital capital; reforms payments for graduate medical education; and begins to reform the payment method for outpatient departments while protecting beneficiaries from increasing charges for those services.
- ▶ **Managed Care.** Because of substantial evidence that Medicare pays too much for managed care plans, the budget would cut payment rates to managed care plans, using reasonable rate-of-growth limits on annual payment increases and reducing the current geographic variation in payments.
- ▶ **Physicians.** The budget reforms physician payments by paying a single update for all physicians<sup>1</sup>, and replaces current "volume performance standards" with a sustainable growth rate.
- ▶ **Home Health Care/Skilled Nursing Facilities.** The budget implements interim payment reforms, leading to separate prospective payment systems for home health care and skilled nursing facilities. This payment methodology would begin to bring under control the cost growth in these two services, which has been rising at double-digit rates. The budget also proposes to reform the home-health benefit by restructuring it into two separate benefits: one linked to hospitalization and paid for, appropriately, from the Part A Trust Fund; and one covering home health visits that are not related to a hospital stay, and financed from Part B.
- ▶ **Other Providers.** The budget makes payments for durable medical equipment and laboratory services more consistent with private market rates and cuts payments to ambulatory surgical centers.
- ▶ **Beneficiaries.** The budget continues, but does not increase, the requirement that beneficiaries pay 25 percent of Part B costs through the monthly Part B premium; it imposes no new cost increases on beneficiaries.

## **Provisions to Improve Rural Health Care**

The budget would expand access to, and improve the quality of, health care in rural areas. It would extend the Rural Referral Center program; allow direct Medicare reimbursement for nurse practitioners, clinical nurse specialists, and physician assistants; improve the Sole Community Hospital program; expand the Rural Primary Care Hospital program; and provide grants to promote telemedicine and rural health outreach. Further, the proposed changes in managed care payment methodology would promote access to managed care plans in rural areas.

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<sup>1</sup>The physician update will be based on a single "conversion factor," or base payment amount, replacing the current three conversion factors, effective January 1, 1998.

## **Provisions to Expand Choices and Add Preventive Benefits**

More and more Medicare beneficiaries are enrolling in managed care plans, with enrollment rising by 81 percent since 1983. The budget would expand and improve Medicare managed care by:

- ▶ Ensuring beneficiary protections while increasing the types of plans -- including Preferred Provider Organizations and Provider Sponsored Networks -- available to seniors and people with disabilities;
- ▶ Instituting a coordinated annual open enrollment process -- similar to that used by the Federal Employees Health Benefits Plan -- during which beneficiaries use comparative information to choose among managed care and supplemental insurance options; and
- Reforming the payment methodology for managed care plans so that Medicare can take advantage of cost savings realized by private sector purchasers while still offering beneficiaries high quality care.

In addition, the budget would expand coverage of preventive benefits to include annual mammograms and the elimination of mammography coinsurance, colorectal cancer screening, flu shots, and diabetes screening and education. Finally, the budget introduces a respite care benefit, providing relief to families caring for relatives with Alzheimer's disease.

## **STRENGTHENING MEDICAID**

The budget would reform Medicaid to give States much more flexibility to manage their programs, while preserving the guarantee of health coverage for the most vulnerable Americans. Millions of children, pregnant women, people with disabilities, and the elderly would retain the guarantee of basic health and long-term care services.

In controlling costs, we need not change what's right about Medicaid -- that it guarantees health care coverage to some of the most vulnerable Americans. The budget recognizes that the growth in Medicaid spending has slowed significantly in the past year. It would impose a per-person limit on spending, and reduce Disproportionate Share Hospital (DSH) payments and retarget them to hospitals that serve large numbers of Medicaid and uninsured patients. It would give States unprecedented flexibility to administer their programs more efficiently. Finally, it would retain current nursing home quality standards and continue to protect the spouses of nursing home residents from impoverishment.

### **Program Savings**

- ▶ **Per Capita Cap.** Under a per capita cap, the federal guarantee of coverage would be retained and the Federal Government would match spending per beneficiary up

to a set level. The cap would be set using spending per beneficiary in a base year, increased by an annual growth factor. Because the Administration's proposal links Medicaid spending to changes in caseload and the economy (including changes in inflation), it would protect States facing population growth or economic downturns.

- ▶ **Disproportionate Share Hospital Payments (DSH).** The budget would reduce DSH payments and re-target them to hospitals that serve a large proportion of Medicaid and uninsured patients, including children's and public hospitals.

### **Provisions to Increase State Flexibility**

The budget includes a number of policies to give States more flexibility in managing their Medicaid programs, such as:

- ▶ **Boren amendment.** It would reform the "Boren amendment" for hospitals and nursing homes, allowing States more flexibility to negotiate provider payment rates.
- ▶ **Managed care.** It would allow States to adopt managed care without Federal waivers.
- ▶ **Home- and community-based care.** It would allow States to move populations needing long-term care from nursing homes to home- and community-based settings without Federal waivers.
- ▶ **Coverage expansions without waivers.** It would enable States, without a waiver, to expand coverage to any person whose income is under 150 percent of the poverty line. States would pursue these expansions within their per-capita limits, thereby limiting Federal costs.

### **Protections for the Most Vulnerable**

The budget would retain the policy of helping low-income seniors and people with disabilities by preserving the shared Federal-State responsibility for their Medicare premiums, copayments, and deductibles. It also would retain payment protections for Medicaid-eligible Native Americans treated in Indian Health Service and other facilities. These protections are not subject to the per-person cap.

## **MAINTAINING AND EXPANDING COVERAGE FOR WORKING FAMILIES**

In this budget, the President is asking Congress to build upon last year's victory for working Americans -- the Kennedy-Kassebaum legislation. Kennedy-Kassebaum guarantees access to health insurance for small firms, regardless of the health status of any group of members;

limits the use of exclusions due to pre-existing conditions; and guarantees access to health insurance for people moving into the individual market from a group plan. The budget proposes to help give small businesses the purchasing clout that larger businesses have by providing \$25 million a year in grants that States can use for technical assistance and for setting up voluntary purchasing cooperatives.

### **"Healthy Working Families"**

Kennedy-Kassebaum helps the many Americans who receive health insurance through their employers. But, still, when individuals lose their jobs, they risk losing their health coverage. Families who lose health insurance while they are between jobs are a small, but important, group of uninsured Americans. They pay for health insurance most of their lives, but experience brief periods without coverage when they are temporarily unemployed. If they experience a catastrophic illness during this transition, they lose the benefit of their years' worth of premiums. Worse, for families with an ill child or a worker with a chronic condition, the loss of health insurance while their breadwinner is between jobs can make it financially impossible for them to regain coverage.

To help such workers and their families, the President proposes a demonstration program -- the "Healthy Working Families" Initiative -- to help States finance up to six months of coverage for unemployed workers and their families. The program would be available to recipients with incomes below a certain income threshold, who had employer-based coverage in their prior jobs. Eligible individuals and their families would have access to a policy equivalent to the Blue Cross/Blue Shield Standard Option plan that's available through the Federal Employees' Health Benefits program. The plan would give States much flexibility to administer the demonstration program. A Presidential commission would study the program and provide recommendations on several policy issues (e.g., adequacy of funding, adequacy of the method to determine state allotments, etc.).

The President urges Congress to enact such a program in order to give working families the security they deserve. The program would help an estimated 3.2 million working Americans and their families, including 700,000 million children. It would cost \$X.X billion in 1998, \$XX.X billion from 1998 to 2002.

### **"Healthy Kids"**

The budget also proposes a "Healthy Kids" initiative, providing \$750 million in annual grants to States (\$3.75 billion from 1998 to 2002) to build on recent State successes in working with insurers, providers, employers, schools, and others to develop innovative ways to provide coverage to children. States would be able to design benefits and copayments for the program, which would cover an estimated X.X million children. Finally, as cited elsewhere, States would have the option to extend one year of continuous Medicaid coverage to children who are at least a year old.

## PROMOTING PUBLIC HEALTH

Investments in prevention can yield a big return — fewer premature deaths, and a solid future for our children. The idea of prevention pervades the full range of public health activities — from basic biomedical research that provides the scientific base for treatments, to the delivery of health care services to low-income or other special populations, such as Native Americans.

*More to go*  
*pg. 2*  
*Findly*  
The budget invests in more biomedical research and in preventive steps that show the greatest promise of ameliorating pain and suffering while controlling future costs. In particular, the budget focuses on preventing ~~infant mortality and childhood illnesses~~, teen smoking, and substance abuse; teen pregnancy; the spread of AIDS and HIV-related deaths; violence against women; ~~the spread of food-borne diseases; and the spread of infectious diseases~~, and infant mortality. The budget also invests in health care for low-income and other special populations, such as Native Americans. *preventive*  
**Expanding the Base of Scientific Knowledge through Biomedical and Behavioral Research**

*larger map*  
The budget continues the Administration's longstanding commitment to biomedical and behavioral research, which advances the health and well-being of all Americans. For NIH, it proposes \$13.1 billion for research in areas of high need and promise, and in basic biomedical research that would lay the foundation for future innovations that improve health and prevent disease. The budget includes funding for HIV/AIDS-related research, breast cancer research, high performance computing, prevention research, gene therapy, and developmental and reproductive biology.

The Office of AIDS Research will continue to coordinate all of NIH's AIDS research. The budget also includes the second year of funding for a new NIH Clinical Research Center, which would give NIH a state-of-the-art research facility in which researchers would bring the latest discoveries directly to patients' bedsides. NIH's top priority continues to be financing investigator-initiated research project grants.

### *larger map* **Providing Direct Services and Preventive Care to Special Populations**

While basic biomedical research lays the foundation for medical advances, direct health services and preventive interventions allow Americans to benefit directly from the biomedical advances to date. The budget proposes funding increases for the following health service and prevention activities:

*Put new programs first — tobacco, substance abuse, abstinence, food safety.*

**Special Supplemental Nutrition Program for Women, Infants, and Children (WIC):**  
WIC reaches over seven million women, infants, and children a year, providing nutrition assistance, nutrition education and counseling, and health and immunization referrals. WIC provides prenatal care to those who would not otherwise get it, while reducing the incidence of premature birth and infant death. As a result, Medicaid saves significant sums that it would otherwise spend in the first 60 days after childbirth. Due to funding increases in the last four years, WIC participation has grown by over 25 percent in the past four years. The budget proposes \$4.1 billion to serve 7.5 million people by the end of 1998, fulfilling the President's goal of full participation in WIC.

*7*  
We are taking direct action to protect our children from tobacco and especially the advertising that hooks children on a product... Cigarette smoking is the most significant public health problem facing our people.  
(over)

**Immunizations:** The budget proposes \$866 million for immunizations, including the recently-implemented Vaccines for Children program and the Center for Disease Control and Prevention's (CDC) discretionary immunization program. The nation is ahead of schedule to meet the Administration's goal of raising immunization rates to 90 percent for two-year old children for each basic childhood vaccine -- such as measles, polio, and diphtheria/tetanus/pertussis. The incidence of vaccine-preventable diseases among children, such as diphtheria, tetanus, measles, and polio, are at their all-time lows. The budget includes \$47 million for the Health and Human Services Department (HHS) to eradicate polio -- preventable through immunizations -- throughout the world. Polio is already gone from the Western Hemisphere and, like smallpox, can be wiped from the face of the earth.

*and more than 300,000 of them will die earlier as a result*  
**Tobacco and Public Health:** Tobacco is linked to <sup>more than</sup> over 400,000 deaths a year from cancer, respiratory illness, heart disease, and other health problems. ~~And, among youth, tobacco use and other substance abuse go hand-in-hand.~~ Each year, another million young people become regular smokers, ~~and those ages 12 to 17 are about eight times likelier to use illicit drugs and 11 times likelier to drink heavily as non-smoking youths.~~ Consequently, in August 1996, the Administration approved an FDA regulation of nicotine products that aims to cut tobacco use among young people by half over seven years; the budget includes \$25 million to implement the regulation. The budget also provides \$36 million for the CDC and \$50 million for NIH for State grants and technical support for tobacco control and cancer prevention activities. In addition, the Substance Abuse and Mental Health Services Administration (SAMHSA) is working with States to ensure compliance with a 1996 regulation requiring that they cut, to 20 percent, the share of children who successfully buy cigarettes at stores. *\$34*

*Wanted*  
**Substance Abuse Treatment and Prevention:** The budget proposes to increase support for SAMHSA substance abuse treatment and prevention activities by \$35 million, to \$1.7 billion, enabling hundreds of thousands of pregnant women, high risk youth, and other under-served Americans to get drug treatment and prevention services. Because a rising number of American youth are using more alcohol and marijuana (both considered "gateways" to harder drugs), the budget proposes a coordinated approach to combating substance abuse among youth with a multi-agency comprehensive prevention initiative that encompasses all substance abuse. The Administration again calls on Congress to enact its Performance Partnership proposal, which would give States more flexibility to better design and coordinate their programs and target resources to priorities.

*Mix up*  
**Abstinence Education and Family Planning:** For each of the next five years, the budget proposes \$50 million in new mandatory funds for the States to conduct abstinence education projects to help reduce out-of-wedlock pregnancies. The budget also includes a \$5 million increase, to \$203 million, for Family Planning grants to clinics to support voluntary family planning services.

✓ **Ryan White HIV/AIDS Treatment Grants/HIV Prevention:** The budget proposes just over \$1 billion for activities authorized by the Ryan White CARE Act, \$40 million more than in 1997, to help our most hard-hit cities, States, and local clinics provide medical and support services to individuals with HIV/AIDS. Under this Administration, funding for Ryan White

### Parental Rights and Responsibilities

This bill never went anywhere in Congress in 96, although it was up for consideration in a number of states. The concept was defeated by referendum in Colorado. It is not clear whether the Right will continue to press this idea or if they will reconsider in light of its failure to move.

The approach we had decided to take to respond if it did move was to have the Dept of Education issue a manual – along the lines of the religious liberty guidance – that would demonstrate how much involvement parents could already have under current law – thereby saying that federal legislation was unnecessary. At the Department of Education, Kevin Sullivan and Terry Peterson have been the point people.

### Community Schools

The only other issue that I have been engaged in in some significant way is community schools. The idea is keeping schools open in the mornings, evenings, weekends, summers, etc. to provide kids and adults a place to go for all sorts of activities -- answering a number of critical concerns from communities ranging from child care, to tutoring, to adult education. There had been some work in the late summer around a possible Presidential event, and there continues to be interest from Rahm Emanuel.

There may be money in the budget, and there is a manual the Dept of Education could release.

### Other Education Related Issues

The DPC should remain actively involved obviously in education issues. Among the more important things coming up in the next year:

- o *Workforce Reform* -- The next go-round on the consolidation of education and training programs needs to be better coordinated with the thinking on welfare reform. The DPC should help to ensure that this conversation is more integral to the broader discussions of local flexibility, community based services and economic development. The task force developing this proposal has tended to be somewhat isolated in the employment training world.

Files: Passed on to Mike Cohen.

- Pull Diavara  
- Bang (Shuro)  
- Ken Apfel  
- Did legislatively  
- 153 training programs

Diana Fortuna

Welfare Implementation

- welfare reform implementation -
- someone needs be put in charge.
- needs a lawyer assigned to this.
- open door to Bruce.

Disability Policy

In 1994, the DPC and OMB created the National Disability Policy Review to take a comprehensive, interagency look at policies affecting people with disabilities. The Review set up four working groups: children, transition to adulthood, work, and federal accommodations. Diana has been managing the project since 1995. The children's piece has ended up being mostly a discussion of the appropriate standard for determining childhood disability.

Chaired by Review/Carol -

Lyn Hogan

Choice

*Partial Birth Abortion* -- This issue is very likely to come up again early in the new Congress. DPC had been very active in this issue, raising to the forefront in the White House early. Our central role was a little taken over by others (Todd Stern, Betsy Myers, Elena Kagan), but I recommend DPC being centrally involved in helping to craft a proposal with the Hill to move the President's agenda on this issue forward. Lyn (and others?) may want to call a meeting early in January to establish our agenda and coordinate administration efforts.

*RU-486* -- Although FDA approval is nearly complete, I understand that the manufacturer that the Population Council had lined up has run into financial difficulties. We should probably look into this early in the new year and see what next steps HHS is planning if that is the case.

Files: Passed on to Lyn Hogan.

International Family Planning

Lyn and I have been coordinating closely with Martha Foley the preparation of a Presidential finding to Congress concerning funding for international family planning.

*The finding is due February 1.* This is an interagency effort involving State, AID, NSC, OMB, DPC and other White House offices. Lyn and Martha need to bring closure to this work in early January.

Files: Passed on to Lyn Hogan.

## Women's Issues Generally

- appropriations
- FICA
- choice
- domestic violence
- child care
- family planning

Some serious thought should be given to the DPC's role in women's issues. The Women's Office would very much like to take on a "policy" role with someone on staff there to work on women's policy issues. I believe that that role should be within the policy council staff, and that the present role that Lyn plays -- and before that Debbie Fine and Karen Guss -- as liaison to the women's office should be continued. There needs to be some serious discussion once the transition is over between DPC and Betsy Myers about the roles of the two offices.

## Child Welfare

There is a great deal of work to be done in this area in 1997. Lyn has prepared an excellent outline of a policy agenda that includes legislative, administrative, and p.r. components. This agenda needs to be coordinated with HHS, the First Lady's office and with bipartisan leaders on the Hill.

**Next Steps:** In early January, DPC should convene a series of strategy meetings to coordinate policy and legislative strategy. HHS has 60 days to report back on steps it recommends taking including legislative changes. Note: In my personal opinion, the most critical element of this plan and the one that will require some pushing from DPC of both OMB and HHS is the issue of subsidized guardianship. This needs to be a priority of the next DPC Deputy because it will take some heavy lifting.

**Files:** Passed on to Lyn Hogan.

## Teen Pregnancy

We have had activity in three areas in teen pregnancy:

**National Campaign** -- The President called for a National Campaign and a national organization has in fact been started. DPC needs to work closely with the campaign to first of all stay informed of its activities but more importantly to find ways for the President to work with them to help build the Campaign -- events, etc.

**Dr. Foster** -- DPC coordinated Dr. Foster's appointment as a Senior Advisor on Teen Pregnancy. We are his point of contact with the House and someone (Lyn and Bruce?) should sit down with him to think about his role in the coming year.

*Ann Roswater*

**Administration Activity** -- The administration is required to submit a report to Congress on its plan to reduce teen pregnancy in January. There is clearly more the administration could be doing directly in this area, and some thought some be put into what that is around the development of this Plan. Lyn has a great deal of information that was gathered last year to document the range of administration activities around this issue.

## **Jeanine Smartt**

### Partnerships for Stronger Families

This DPC-led initiative was designed to provide an interagency forum for discussing administrative ways to improve coordinating across agencies to serve children, families and communities. Jeanine has been our lead staff person and is familiar with at least the last six months of history. Jeanne Jehl at IEL has also been actively involved in this effort since its inception, as have various NPR and VP staff. The effort really dates back to a June 1994 conference which brought to DC a collection of model local programs from around the country who were providing integrated, comprehensive services to discuss the barriers they faced in dealing with the federal government.

The effort was structured around five action teams, and the following summarizes key next steps for each:

- Each chaired by an Asst. Secy. - Steering Com.*
1. **Results** --- The first organizing principle of these efforts is that they have to measure outcomes in broad terms, looking at outcomes that don't necessarily measure narrow programmatic facts. So we decided that there was a need for a broad set of national indicators of child and family well-being that would equate with the Index of Leading Economic Indicators for the economic world. An interagency group developed the indicators -- and now we need to release them.

*Ann Roswater*

**Important Next Step:** HHS owes us a memo, which could easily be drafted by WH staff if they do not produce, that lays out for the President the proposal and will hopefully ask whether he would like this to be a high-profile roll-out. Elaine Kamarck is a major proponent of including this in the State of the Union.

- \* Follow-up*
2. **Information Dissemination** -- One of the major accomplishments of the Partnerships project was the creation of a single web page (family.gov) that can be used to access a whole range of information across the government about programs and resources for children and families. There is a lot of creative work that can be done to build on this next year.

*Important Next Step:* NPR is trying to figure out how to get a staff person who will worry about maintaining the web page. Jeanine and the DPC should continue the action team and expand its mission to further explore the possible ways to technologically link many of the people doing family and children services at the local level. — *list / services*

3. *Technical Assistance* -- This action team was working on a demonstration of a model for providing more community-driven technical assistance. Elaine is leaning toward a different approach which would look at reforming the procurement process. *Tens of millions of dollars -- what percentage of total TA cost?*
4. *Financing Flexibility* -- Categorical funding programs continue to be the bane of service providers at the local level. My recommendation in this area is the creation of a group to develop a legislative initiative outlined below.
5. *Promoting Partnerships* -- The work in this group focussed primarily on the structure of federal efforts to better relate to state and local governments. The CEB and NPR are both developing proposals in this area, and this group was focussed on attempting to bring these two efforts together. That was not possible, but the Partnerships effort can still provide a forum for ensuring communication across the various efforts.

#### Flexibility Legislation

Within Jeanine's portfolio, and specifically as part of the Partnerships Project, one of the most significant and difficult issues to be addressed is financing flexibility. Specifically, for children and family services, for youth, for communities, the array of specific categorical federal programs remains overwhelming. Last term, there were two initiatives important to this area:

- (1) "Local Flex" legislation would have provided a broad flexibility for combining dollars and getting waivers from the entire spectrum of federal programs. Known as the Hatfield bill, this proposal ultimately died, in my opinion, because it tried to take on too much and generated too much opposition;
- (2) The Youth Development Block Grant, pushed primarily by Sen. Kassebaum, but also significantly by ALL the national youth services organizations such as Boys and Girls Clubs, YMCA, etc. This bill did not succeed because it initially tried to incorporate too many politically untouchable items like Safe and Drug Free Schools and Summer Youth Employment. Once those were taken out, there was no money left.

There is a lot of interest in pursuing a flexibility approach that combines the best elements of these two proposals -- perhaps into some form of "Family Flex" or "Youth Flex" legislation. This would limit the range of programs covered by Local Flex and not threaten the existence of particular programs the way a block grant does.

*Paul  
infers  
local  
flex*

Next Steps: NPR and DPC, working closely with OMB, should convene a working group as soon as possible in the new year, to develop a legislative proposal in this area. Among the interested players: John Koskinnen/Jonathan Breul (OMB), Elaine Kamarck/Nancy Hoit (OVP/NPR), the outside groups that formed the YDBG coalition, Rep. Hoyer staff.

**Files:** Passed on to Jeanine Smartt.

### Children's Research Initiative

The Office of Science and Technology Policy (OSTP) has worked over the past year to put together a report that (1) tries to summarize all of the dollars being spent and efforts being made to do research on children within the federal government and (2) makes the case that there needs to be a stronger linkage between research and policy-making within the federal government.

OSTP has felt it critical to have DPC involved in the effort because of that research-policy link. Jeanine, Jeanne Jehl, and I have all attended various meetings and reviewed various drafts of the report. The report is nearly done, although I have neither reviewed nor approved a final draft. The last contact I had with the group was that they wanted to brief Carol and Jack on the final report. I recommended to Carol and Jill that this be scheduled, but I have not heard anything since. Jeanine has been in touch with the committee putting this together and has helped write various sections.

I believe this is an important effort from a federal policy perspective. There should be a regular way for significant research findings to be brought to the attention of key administration policy makers. A regular DPC meeting would be one such format. A portion of each meeting could be devoted to the presentation of some significant new research finding from one or another of the agencies on the DPC. This is, of course, up to those who run the DPC in the future and how they wish to use interagency meetings.

**Files:** Jeanine has all relevant information.

### Connecticut Memorandum of Understanding

In early 1996, the Vice President, Secs Cisneros and Browner, and Carol Rasco signed a memorandum of understanding with the State of Connecticut which relates to the

state's program of Neighborhood Revitalization Zones. Much like the Oregon Option, this program is designed to provide federal assistance in helping the state overcome any barriers on the federal government's side in achieving results communities are working towards – particularly in environmental and housing areas. The agreement incorporated the VP's notion of a single point of contact – a HUD employee named Ray Jordan – who the state was supposed to be able to turn to to deal with any issues that arose.

There has been little federal follow-through as neither HUD nor NPR really felt they fully owned the project. So in August, I went to Connecticut and convened a federal workgroup – mostly regional agency folks to meet with Ray and with the state folks. I have been the state's primary point of contact, and Molly had worked with them as well. I think it would be important for Jeanine to continue being in touch with them and for the DPC to ensure that someone is following through on the implementation of this agreement. I don't want it to turn into an embarrassment for the federal government for failing to follow through.

Who's in charge of implementing this?  
CED/NPR

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Follow up

#### Fatherhood Initiative

Another project, very similar in background, is the Fatherhood Initiative. Also sparked by a VP Family Reunion and also involving a Presidential Memorandum with NPR/DPC follow-up, Jeanine has been the point person on this project as well. Again, it is unclear what further work DPC needs to do here.

Follow up

#### AIDS Office

1. First order of business is obviously personnel and structure. I would recommend that the "office" be folded into the staff of the DPC and moved to the OEOB. The Director and Deputy along with a support person should be the entire office and they should be fully integrated into the working of the White House staff. The office never can be a fully independent power like the drug office. I would *strongly* recommend that Richard Sorian be considered for the Deputy spot as a detailee. He would provide much needed continuity and institutional history. If he could be brought over as a

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Pay Clark  
Paul Richards  
(former pers staff)  
Sec but now  
detailee of EEOC  
Annex on staffs  
Mavis Scott  
Richard Sorian  
APDS

detainee, he would be able to keep his salary and would be interested.

2. *Needle Exchange* -- This issue was not addressed squarely during the first term. It is the single highest priority of the AIDS community and the Advisory Council. If we are to address it, it should be early in the second term. Some serious thought needs to be given to this.
3. *Other Issues/National Strategy* -- I won't provide a complete rundown on all the many issues facing the AIDS office. I hope that Patsy and Jeff will leave detailed and orderly transition memos. The new Director and Deputy should take the Strategy and the Council's recommendations and develop an orderly implementation plan that drives their work for 1997. The groundwork has been laid for the work that needs to be done -- implementation is now the key.

Files: Archived.

Steve Warnath

#### Immigration/Welfare

The primary work I am doing with Steve right now centers on implementation of the new bills -- both welfare and immigration. There are a series of difficult issues that relate to immigration that need to be settled quickly. Steve and Diana are aware of all of them. It is probably important for someone of higher rank than them to start to play a role in the implementation process -- preferably a new Deputy soon and/or Bruce. There should be some quick conversations with them about the support that they do or do not need.

#### Among the immediate products:

- interim guidance from the Department of Justice on verification of citizenship status should be issued by the end of the year.
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- the new affidavit of sponsorship should be completed by the end of the year.
- the definition of means tested benefits needs to be settled.

- *markaton programs only*

- *Honey*

*Not well understood*

### Other Immigration

*- Legal Affairs  
- Suzanne Valdez  
- Dennis McConville  
- Don  
- mentions on process  
- Rahn goes casually*

I have been less involved with the other aspects of Steve's immigration work. We do hold a weekly - biweekly immigration meeting which I would recommend continuing. There are significant issues relating to legal immigration restrictions that could come up in 1997 as well as ongoing work relating to worksite enforcement and verification demonstration programs. I would strongly recommend the new Deputy or Director getting involved to ensure DPC continuity in these issues.

### Other Legal/Civil Rights Issues

Steve has attended meetings and been part of work groups on issues ranging from Affirmative Action to English Only. The DPC has not been a central player in any of these issues.

I had minimal involvement in the work of Chris Jennings, Sandy Bublick-Max, Pauline Abernathy/Jennifer Klein, Dennis Burke, Paul Weinstein and Diane Regas.

*Education*

The only issue that I flag here is that the First Lady's staff (Pauline/Jen and Nicole Rabner) are very involved in child welfare and some of the women's issues. Lyn will need some help in ensuring that the DPC remains the central player on this issues, if that is what the DPC wants!

*Funded position in FLORUS office*

## **Molly Brostrom**

Molly had three main issues: (1) Housing and Homelessness; (2) Veterans; and (3) Seniors/Aging. This is probably a portfolio that will get abandoned in a revamped DPC, but here are the key pieces for following through:

### Housing/Homelessness

The DPC is responsible for the Interagency Council on the Homeless. The Council was, till 1993, an independent entity with its own funding, designed to ensure interagency coordination and cooperation on homeless issues. When Congress defunded and sunsetted (?) the ICH, we re-created it as a working group of the DPC. This was greatly appreciated by advocates and other agencies. Sec. Cisneros agreed to keep funding it. However, it never really regained its functions, independence, or stature. Molly continues to be the liaison to it, and it continues to meet as a working group at a staff level. Our various efforts to involve either Secretaries or Assistant Secretaries were not fruitful and did not produce any results.

We did succeed in forcing interagency funding of the first-ever National Study of the Characteristics and Needs of the Homeless. The survey is being conducted by the Census Bureau, and should be available soon. Someone should stay on top of this to be sure it does not get buried. The one controversial issue is whether you can derive a count of the homeless from the survey methodology.

*Housing Policy* DPC has provided a point of entry for housing and homeless advocates to the White House. Through meetings with us, they have felt that at least somebody at the White House was aware of and pressing their concerns with various HUD and OMB proposals. We have had some success in ensuring better communication between the advocates and HUD and OMB. We have *not* however played any role in the actual development of housing policy. This is a policy area which has received less than its fair share of attention from the White House – and where there are significant issues ranging from affordability of housing for low-income working families to the long-term financial stability of the federally-financed housing stock. I don't think the DPC should abandon this issue. I would recommend maintaining this as a part of someone's issue portfolio. ✓

### Veterans

The DPC, together with Cabinet Affairs and Public Liaison, started the Interagency Veterans Policy Group in 1994. This represented the first time that the White House had ever pulled together agencies beyond VA to address veterans concerns. We have met several times with the veterans groups, and they seem to appreciate the effort as well. This is definitely an effort that Cabinet Affairs and Public Liaison could

continue, and that we could send someone to without playing a coordinating role. There is no question that meetings have to take place early in the New Year to ensure that this continues. It has been a while since there were meetings.

### Seniors/Aging

The DPC's role in Social Security and other aging issues has been minimal. I assume that any effort to address Social Security will be led by the NEC. Whether to press for a role for DPC is a strategic call for the new DPC leadership.

### **Dennis Burke/Leanne Shimabakuro**

### Zero Tolerance

This issue is basically done. To quickly summarize, the President endorsed the notion that all states should have laws that forbid people under 21 from driving with any alcohol in their blood. He called for license revocation for all minors caught in violation of this standard. Congress acted and passed such legislation. DOT has issued regs and most states have adopted such laws. We've milked this for about all it's worth. If we never need anything else on this, the person to call at DOT is Phil Recht, 366-2775.

### Drugs and Driving

Leanne and Dennis have been working with the interagency group developing the report on this topic requested by the President. The report is due in early January, and there should be plenty of follow-up on the topic including potential further Presidential action.

**Files:** Passed on to Leanne.

*DOT/ONDLP w/ Leanne/HHS*

### **Mike Cohen**

While I was involved in education issues fairly closely for a while, since Mike's arrival, I have been less involved. It is critical for the new Deputy to decide early on whether this is an area they want to focus on, and then deal with the division of responsibility on this issue with the other White House offices.

Two issues I want to flag that I was involved in that perhaps others in the White House did not follow as closely:

### Parental Rights and Responsibilities

This bill never went anywhere in Congress in 96, although it was up for consideration in a number of states. The concept was defeated by referendum in Colorado. It is not clear whether the Right will continue to press this idea or if they will reconsider in light of its failure to move.

The approach we had decided to take to respond if it did move was to have the Dept of Education issue a manual -- along the lines of the religious liberty guidance -- that would demonstrate how much involvement parents could already have under current law -- thereby saying that federal legislation was unnecessary. At the Department of Education, Kevin Sullivan and Terry Peterson have been the point people.

### Community Schools

The only other issue that I have been engaged in in some significant way is community schools. The idea is keeping schools open in the mornings, evenings, weekends, summers, etc. to provide kids and adults a place to go for all sorts of activities -- answering a number of critical concerns from communities ranging from child care, to tutoring, to adult education. There had been some work in the late summer around a possible Presidential event, and there continues to be interest from Rahm Emanuel.

There may be money in the budget, and there is a manual the Dept of Education could release.

### Other Education Related Issues

The DPC should remain actively involved obviously in education issues. Among the more important things coming up in the next year:

- o *Workforce Reform* -- The next go-round on the consolidation of education and training programs needs to be better coordinated with the thinking on welfare reform. The DPC should help to ensure that this conversation is more integral to the broader discussions of local flexibility, community based services and economic development. The task force developing this proposal has tended to be somewhat isolated in the employment training world.

Files: Passed on to Mike Cohen.

- Paul Diamond  
- Barry Weiss  
- Ken Apfel  
- Did legislatively  
- 153 training programs

**Diana Fortuna**

Welfare Implementation

- welfare reform implementation -
- someone needs be put in charge.
- needs a lawyer. assigned to this.
- open door to Bruce.

Disability Policy

In 1994, the DPC and OMB created the National Disability Policy Review to take a comprehensive, interagency look at policies affecting people with disabilities. The Review set up four working groups: children, transition to adulthood, work, and federal accommodations. Diana has been managing the project since 1995. The children's piece has ended up being mostly a discussion of the appropriate standard for determining childhood disability. *Changed to Review/Carol -*

**Lyn Hogan**

Choice

*Partial Birth Abortion* -- This issue is very likely to come up again early in the new Congress. DPC had been very active in this issue, raising to the forefront in the White House early. Our central role was a little taken over by others (Todd Stern, Betsy Myers, Elena Kagan), but I recommend DPC being centrally involved in helping to craft a proposal with the Hill to move the President's agenda on this issue forward. Lyn (and others?) may want to call a meeting early in January to establish our agenda and coordinate administration efforts.

*RU-486* -- Although FDA approval is nearly complete, I understand that the manufacturer that the Population Council had lined up has run into financial difficulties. We should probably look into this early in the new year and see what next steps HHS is planning if that is the case.

**Files:** Passed on to Lyn Hogan.

International Family Planning

Lyn and I have been coordinating closely with Martha Foley the preparation of a Presidential finding to Congress concerning funding for international family planning.

*The finding is due February 1.* This is an interagency effort involving State, AID, NSC, OMB, DPC and other White House offices. Lyn and Martha need to bring closure to this work in early January.

**Files:** Passed on to Lyn Hogan.

- opps
- FMC
- choice
- domestic violence
- child care
- family planning

## Women's Issues Generally

Some serious thought should be given to the DPC's role in women's issues. The Women's Office would very much like to take on a "policy" role with someone on staff there to work on women's policy issues. I believe that that role should be within the policy council staff, and that the present role that Lyn plays -- and before that Debbie Fine and Karen Guss -- as liaison to the women's office should be continued. There needs to be some serious discussion once the transition is over between DPC and Betsy Myers about the roles of the two offices.

## Child Welfare

There is a great deal of work to be done in this area in 1997. Lyn has prepared an excellent outline of a policy agenda that includes legislative, administrative, and p.r. components. This agenda needs to be coordinated with HHS, the First Lady's office and with bipartisan leaders on the Hill.

**Next Steps:** In early January, DPC should convene a series of strategy meetings to coordinate policy and legislative strategy. HHS has 60 days to report back on steps it recommends taking including legislative changes. Note: In my personal opinion, the most critical element of this plan and the one that will require some pushing from DPC of both OMB and HHS is the issue of subsidized guardianship. This needs to be a priority of the next DPC Deputy because it will take some heavy lifting.

**Files:** Passed on to Lyn Hogan.

## Teen Pregnancy

We have had activity in three areas in teen pregnancy:

**National Campaign** -- The President called for a National Campaign and a national organization has in fact been started. DPC needs to work closely with the campaign to first of all stay informed of its activities but more importantly to find ways for the President to work with them to help build the Campaign -- events, etc.

**Dr. Foster** -- DPC coordinated Dr. Foster's appointment as a Senior Advisor on Teen Pregnancy. We are his point of contact with the House and someone (Lyn and Bruce?) should sit down with him to think about his role in the coming year.

*Ann Rosswater*

**Administration Activity** -- The administration is required to submit a report to Congress on its plan to reduce teen pregnancy in January. There is clearly more the administration could be doing directly in this area, and some thought some be put into what that is around the development of this Plan. Lyn has a great deal of information that was gathered last year to document the range of administration activities around this issue.

**Jeanine Smartt**

Partnerships for Stronger Families

This DPC-led initiative was designed to provide an interagency forum for discussing administrative ways to improve coordinating across agencies to serve children, families and communities. Jeanine has been our lead staff person and is familiar with at least the last six months of history. Jeanne Jehl at IEL has also been actively involved in this effort since its inception, as have various NPR and VP staff. The effort really dates back to a June 1994 conference which brought to DC a collection of model local programs from around the country who were providing integrated, comprehensive services to discuss the barriers they faced in dealing with the federal government.

The effort was structured around five action teams, and the following summarizes key next steps for each:

- Each chaired by an Asst. Secy. - Stearns*
1. **Results** -- The first organizing principle of these efforts is that they have to measure outcomes in broad terms, looking at outcomes that don't necessarily measure narrow programmatic facts. So we decided that there was a need for a broad set of national indicators of child and family well-being that would equate with the Index of Leading Economic Indicators for the economic world. An interagency group developed the indicators -- and now we need to release them.

*Ann Rosswater*

**Important Next Step:** HHS owes us a memo, which could easily be drafted by WH staff if they do not produce, that lays out for the President the proposal and will hopefully ask whether he would like this to be a high-profile roll-out. Elaine Kamarck is a major proponent of including this in the State of the Union.

- \* Follow-up*
2. **Information Dissemination** -- One of the major accomplishments of the Partnerships project was the creation of a single web page (family.gov) that can be used to access a whole range of information across the government about programs and resources for children and families. There is a lot of creative work that can be done to build on this next year.

Important Next Step: NPR is trying to figure out how to get a staff person who will worry about maintaining the web page. Jeanine and the DPC should continue the action team and expand its mission to further explore the possible ways to technologically link many of the people doing family and children services at the local level. — list/serves —

3. **Technical Assistance** -- This action team was working on a demonstration of a model for providing more community-driven technical assistance. Elaine is leaning toward a different approach which would look at reforming the procurement process. Tens of millions of dollars — what percent of total FA cost
4. **Financing Flexibility** -- Categorical funding programs continue to be the bane of service providers at the local level. My recommendation in this area is the creation of a group to develop a legislative initiative outlined below.
5. **Promoting Partnerships** -- The work in this group focussed primarily on the structure of federal efforts to better relate to state and local governments. The CEB and NPR are both developing proposals in this area, and this group was focussed on attempting to bring these two efforts together. That was not possible, but the Partnerships effort can still provide a forum for ensuring communication across the various efforts.

#### Flexibility Legislation

Within Jeanine's portfolio, and specifically as part of the Partnerships Project, one of the most significant and difficult issues to be addressed is financing flexibility. Specifically, for children and family services, for youth, for communities, the array of specific categorical federal programs remains overwhelming. Last term, there were two initiatives important to this area:

- ~~at the time~~  
- Kanarist
- Rep. Hoyer  
will pursue
- (1) "Local Flex" legislation would have provided a broad flexibility for combining dollars and getting waivers from the entire spectrum of federal programs. Known as the Hatfield bill, this proposal ultimately died, in my opinion, because it tried to take on too much and generated too much opposition;
  - (2) The Youth Development Block Grant, pushed primarily by Sen. Kassebaum, but also significantly by ALL the national youth services organizations such as Boys and Girls Clubs, YMCA, etc. This bill did not succeed because it initially tried to incorporate too many politically untouchable items like Safe and Drug Free Schools and Summer Youth Employment. Once those were taken out, there was no money left.

There is a lot of interest in pursuing a flexibility approach that combines the best elements of these two proposals -- perhaps into some form of "Family Flex" or "Youth Flex" legislation. This would limit the range of programs covered by Local Flex and not threaten the existence of particular programs the way a block grant does.

*Paul  
Prefers  
Local  
flex*

Next Steps: NPR and DPC, working closely with OMB, should convene a working group as soon as possible in the new year, to develop a legislative proposal in this area. Among the interested players: John Koskinnen/Jonathan Breul (OMB), Elaine Kamarck/Nancy Hoit (OVP/NPR), the outside groups that formed the YDBG coalition, Rep. Hoyer staff.

**Files:** Passed on to Jeanine Smartt.

### Children's Research Initiative

The Office of Science and Technology Policy (OSTP) has worked over the past year to put together a report that (1) tries to summarize all of the dollars being spent and efforts being made to do research on children within the federal government and (2) makes the case that there needs to be a stronger linkage between research and policy-making within the federal government.

OSTP has felt it critical to have DPC involved in the effort because of that research-policy link. Jeanine, Jeanne Jehl, and I have all attended various meetings and reviewed various drafts of the report. The report is nearly done, although I have neither reviewed nor approved a final draft. The last contact I had with the group was that they wanted to brief Carol and Jack on the final report. I recommended to Carol and Jill that this be scheduled, but I have not heard anything since. Jeanine has been in touch with the committee putting this together and has helped write various sections.

I believe this is an important effort from a federal policy perspective. There should be a regular way for significant research findings to be brought to the attention of key administration policy makers. A regular DPC meeting would be one such format. A portion of each meeting could be devoted to the presentation of some significant new research finding from one or another of the agencies on the DPC. This is, of course, up to those who run the DPC in the future and how they wish to use interagency meetings.

**Files:** Jeanine has all relevant information.

### Connecticut Memorandum of Understanding

In early 1996, the Vice President, Secs Cisneros and Browner, and Carol Rasco signed a memorandum of understanding with the State of Connecticut which relates to the

state's program of Neighborhood Revitalization Zones. Much like the Oregon Option, this program is designed to provide federal assistance in helping the state overcome any barriers on the federal government's side in achieving results communities are working towards – particularly in environmental and housing areas. The agreement incorporated the VP's notion of a single point of contact – a HUD employee named Ray Jordan – who the state was supposed to be able to turn to to deal with any issues that arose.

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*- medical programs only -*  
*- Housing*

*Nir well coordinated.*

Other Immigration

*leg Affairs - Guyana Veldem - Dennis Meisner - Don. - decisions in process - Rabner goes occasionally*

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Funded position in FLORUS office

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:32pm

TO: Carol H. Rasco

FROM: Pauline M. Abernathy  
National Economic Council

CC: Jeremy D. Benami  
CC: Elizabeth E. Drye

SUBJECT: Input on DPC

Having been with the DPC for all of one week, here are my comments per Elizabeth and Jeremy's request this morning.

My job: looking out for the President's interests in health care policy, coordinating policy development and implementation, and defending and promoting the President's record and proposals.

DPC functions: DPC does a great job sharing information internally (e.g. from the senior staff meeting, your being on email!).

People said the DPC has not called many principals meetings of late. I think the NEC has had a very positive experience calling NEC principal meetings on an as needed basis. Often, only a subset of the principals come to focus on 1-3 issues that need resolving. A decision is either made at the NEC meeting and/or it enables the NEC to draft a decision memo to the President that reflects the principals' views.

DPC and NEC staff could work more closely. An easy first step is to make sure that staff lists with issue areas are distributed to DPC and NEC staff, and I think Elizabeth is going to talk with Tom O about this.

I hope this is helpful.

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:23pm

TO: Carol H. Rasco

FROM: Molly Brostrom  
Domestic Policy Council

CC: Jeremy D. Benami  
Elizabeth E. Drye

SUBJECT: brainstorming on my job

1. To work with agencies on issues, programs, initiatives that are important to President's domestic policy (in veterans, housing/homelessness, and seniors) agenda. As necessary, monitor, help move forward/put brakes on, and help address constituency concerns with these issues/programs/initiatives. Understand and articulate this agenda for briefing and communication purposes.

2. Greater coordination between White House offices and agencies -- team framework, with clear understanding of each offices role.

3. DPC improvements:

-Internally: Greater feedback, discussion of policy issues

-Within White House: Greater teamwork, with clearer understanding of each office's role.

-Outside groups: Varies with OPL staff person, but knowledge of outside groups issues/concerns is critical -- must be good communication between OPL and policy offices (and not just on crisis issues).

hope this helps!

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:23pm

TO: Carol H. Rasco

FROM: Sandra L. Bublick-Max  
Domestic Policy Council

SUBJECT: dpc

Carol,

Thanks for giving me a chance to comment on my role in the DPC and how to improve the DPC. Although I haven't been here long, I do feel that I have a good sense of how things work (and don't work) around here.

First, you asked for 3 phrases to describe my job. Primarily, I perceive my role in the DPC as helping Chris to do his job better by:

- 1) maintaining an organized, professional office;
- 2) facilitating communication between Chris and federal agencies, providers, and the public (e.g., Chris receives so many calls that it is nearly impossible for him to get through them all in a prompt manner. I often handle numerous requests and concerns more quickly, which ultimately makes people happier because they can get information when they need it); and
- 3) drafting memos and talking points.

If I could redesign my job, I would do the following to build the perception that I was more than just a secretary:

- 1) give myself a specific issue(s) of my own (because I am perceived only as Chris' assistant, people often treat me as if I have no knowledge of health care or government when, in fact, I have quite a bit of experience and two master's degrees).

Finally, I would like to respond to your question about how the DPC could better function. Personally, I have never looked to restructuring as a solution for organizational problems. Problems exist in all sorts of structures--I believe the best organizations learn how to overcome their structural shortcomings so they can get their work done and feel good about it.

I think the structural challenges that face the DPC in its current structure are: (1) struggle for authority with other White House offices, (2) lack of recognition from federal agencies, providers, and the public, and (3) lack of cohesion within the DPC. As a result, I believe the DPC has reduced

power in decision-making, poor communication and a lack of teamwork.

To improve the DPC I would focus on increasing communication inside and outside the White House and building DPC stature with outside groups to foster more responsibility and confidence in DPC staff. In particular, I recommend the following:

- 1) Work as a team with other DPC staff. (e.g., build on the morning meeting by bringing in speakers once a month to talk to the group, have rap sessions on pending topics, social events--anything to help people get to know each other and care about each other)
- 2) Work closely with other White House staff. (e.g., this may need to be done more formally at first, but hopefully people would get used to working together and including the appropriate people so that it becomes routine).
- 3) Set up monthly meetings with Department staff to bring them into the loop. Not only do the Department's appreciate knowing what's going on and what the agenda is, but they actually do a better job for us because of it.
- 4) Put out a newsletter/fact sheets/talking points for Departments and outside interest groups. Providing regular information to our customers on issues they care about may raise DPC name recognition in the community.
- 5) Training (and orientation) is essential. When you have the tools to do your job and know what is expected of you, the results are usually good.

Well, these are my thoughts. I hope that you will find them useful.

--Sandy

I think one of the biggest disappointments is that there is little grooming of staff here. With all of the interesting people here, I am surprised that we don't have more informal brown bags, work together more, really

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

20-Nov-1996 06:35pm

TO: Carol H. Rasco

FROM: Lyndell Hogan  
Domestic Policy Council

CC: Jeremy D. Benami  
Elizabeth E. Drye

SUBJECT: DPC organization

Carol,

Following are some brief comments on my job description and the organization of the DPC.

My issues areas are: women's issues (primarily choice, reproductive health, domestic violence, women and the labor market, microenterprise); teen pregnancy prevention (Dr. Foster, National Campaign, new initiatives); child welfare; and, welfare-to-work.

I see my job as four-pronged: first, I offer policy assistance and staffing to you as needed in my areas of expertise; second, I am the White House liaison to the agencies and offices on the issues with which I deal, carrying information requests back and forth, keeping them up to date and they me, offering policy assistance as needed, etc.; third, I am a generator of new policy ideas/proposals; and, finally, I am an enforcer/implementator with the agencies ensuring deadlines are met, projects and promises carried out, etc.

I believe these are the four main functions I carry out on a daily basis. Of course, there are other functions I serve, such as a liaison to internal White House offices and to outside groups, but I don't think of these as my major functions. I think my job is pretty clear and works well so I won't suggest any changes.

As to DPC organization, I believe internally it is terrific. Staff are very well managed and happy, communication lines are VERY open, guidance is good, staff works together well -- I don't have any complaints or issues here.

As to DPC organization within the White House, I think there is one major problem area: The lines between DPC and NEC are very unclear as is issue delineation. I think the relationship between the two is very counterproductive. Functions are repetitive, there are no clear lines of communication, and there is no clear delineation of responsibilities. One way to solve this is to create issue teams. For instance, every issue would be covered by DPC and NEC (and OMB hopefully), however the NEC person would be responsible for determining the economic analysis/economic viability of a proposal, while the DPC person would

be responsible for the policy analysis outside of economic issues, and the OMB person for breaking out the cost. That way, every issue ALWAYS has this three-pronged analysis. Just an idea.

Hope you're enjoying your time at home!

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EXECUTIVE OFFICE OF THE PRESIDE  
EXECUTIVE OFFICE OF THE PRESIDE

20-Nov-1996 06:30pm

TO: Carol H. Rasco

FROM: Jeanine D. Smartt  
Domestic Policy Council

CC: Jeremy D. Benami  
CC: Elizabeth E. Drye

SUBJECT: JDS Submission

I. My Role

To serve a coordinating function between a variety of White House led interagency groups that focus on children and families. (ie. President's Crime Prevention Council, Community Empowerment Board and OSTP's Children's Initiative)

To broker relationships with federal agencies that are focused on improving the delivery of programs and services to communities .

To provide staff support to the Assistant to the President for Domestic Policy and the Deputy Assistant when requested.

II. My Vision

Given the opportunity I would re-structure my position in the following ways:

A) Clarify issue areas and responsibilities within those areas, particularly to the agency and other White House offices involved. For example, with Head Start as an issue area, it would be made clear to the Head Start Bureau that I was a contact and a resource for them. They, in turn, would include me - on some level - in activities, upcoming events, and policy discussions.

B) Play a strategic role in convening outside groups, on a regular basis, with other White House offices and appropriate agency staff around children and family issues. Meetings would be structured around a workplan focused on improving delivery of federal services to communities.

C) Work closer on specific legislative issues as they relate to children and family issues.

III. The DPC

A) The DPC staff communicates better than any office structure I have ever seen. The Monday meetings coupled with the 9:30am calls are essential to that communication. However, in regards

to the wide area that is children and family related, I think there should be smaller, more in-depth meetings on those issues, ie. adoption, teen pregnancy, welfare reform. Although the staff meeting and weeklies are great to know things are happening - it is not always clear how all of these activities are linked or how they could be linked.

B) All White House offices should be able to loosely break down their staff by common issue area clusters. Those cluster should meet regularly to - at the very least - establish who the players are in each office on each of these issues. DPC could act on behalf of the President and convene these meetings and make sure that at any given time there are up-to-date lists of each issue area cluster. My vision is that these clusters are implementing a "signed-off" workplan in each issue area.

C) As discussed in "My Vision" above, I think that the DPC should be the convener of regular meetings of outside groups. Not in a reactionary way to problems, but in a way that folds a variety of groups in a very meaningful way into the policy process.

D) same as 'C'.

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

31-Oct-1996 12:50pm

TO:            Evelyn S. Lieberman

FROM:          Carol H. Rasco  
                Domestic Policy Council

CC:            Jeremy D. Benami

CC:            Elizabeth E. Drye

SUBJECT:      AIDS office

As you are I assume aware, the AIDS office is part of the Domestic Policy Council staff. They are carried on our rolls, and there are two positions : Director (who is a Special Assistant to the President) and Deputy Director.

Patsy Fleming, the Director, and Jeff Levi, Deputy, are both leaving. Jeff will leave as of Dec. 1. Patsy has planned to leave as of the end of the year but is willing to stay/leave as we need her depending on when we can have a new director on board. She will need for sure to be here through the next Advisory Council meeting Dec. 16 and 17. I have asked Patsy in particular to keep somewhat quiet about her departure as I know from previous experience the announcement of a vacancy in that position opens floodgates somewhat unlike anything I've known.

I have also asked Patsy not to fill the deputy slot nor do any interviewing as that should be left to a new director. I have in the meantime asked her to submit names to me she would recommend as candidates for the Director's position.

I have further asked Jeremy and Elizabeth to talk individually with Patsy and with Jeff to discuss any ideas on the restructuring of the office.

I would appreciate any guidance you wish to give on how we begin to think about filling the position. We have gained a lot of ground in the area of AIDS and will have heightened awareness again in Dec. when World AIDS Day occurs (12/1) as well as the Council's quarterly meeting. My personal recommendation is that if it fits at all with other transition plans we should try to have a director ready to introduce at the Council meeting Dec. 16. If that is not feasible we should at a minimum be prepared to announce a timeline at the time of the Council meeting. Even if Patsy did not announce her departure prior to the Council meeting they will be clamoring to know when a new deputy will be named as the Council is full of STRONG advocates. It would definitely be a

serious mistake to leave the matter hanging past the Inaugural. If the deputy position is vacant very long we will begin to feel serious pressure from the AIDS activists' groups; and since there are only two full time positions in that office Patsy alone will have difficulty keeping up the pace.

HISTORY of hiring practices: During the long search for our first AIDS director Phil Lee of HHS and myself interviewed candidates and after being turned down by one or two first choices we submitted two names to Bruce Lindsey, then serving as head of Presidential Personnel. Christine Gebbie, Phil's and my second choice was accepted by White House. When she left, Phil Lader and I interviewed several people and because it was taking a while to find someone, Patsy was named as interim (she was at HHS at the time), and she stated then she was not interested in the position. She and I then began a process of interviewing candidates and toward the end she indicated she would be interested and all parties at HHS and White House agreed she should be asked her to stay. She hired Jeff Levi.

They will both be real losses, they have done a terrific job.

Please advise, thank you.

EXECUTIVE OFFICE OF THE PRESIDENT

21-Nov-1996 02:10pm

TO: Carol H. Rasco

FROM: Patsy Fleming  
AIDS Policy Council

CC: Elizabeth E. Drye

SUBJECT: DPC questions

1) My job is to monitor and influence AIDS policy throughout the Administration to reflect the President's views and goals for the Federal response to the epidemic. One important role is to influence the President's budget requests and to lobby for that budget. I also keep the President informed on AIDS, and am the link between the community and the White House. I have a public role -- speaking to conferences; visiting programs and community-based organizations; and appearing in the news media.

2) I believe my job has been designed by me, for the most part. It conforms to my strengths. I have very good staff so that as a team we perform very well, against some odds. This job can be what the person in it makes of it. That's why it is useful to have some government experience.

I would, if I had the power, increase the staff from two White House positions (mine and my deputy's) to at least five. It has been extremely difficult to function under these conditions -- begging for staff from the agencies.

3) The DPC can better function by better relating to the departments and agencies. I believe teamwork and coordination can lead to the best results. I believe the DPC functions pretty well internally and with other WH divisions -- but then I am not as intimately involved with the DPC as others are.

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EXECUTIVE OFFICE OF THE PRESIDE  
EXECUTIVE OFFICE OF THE PRESIDE

20-Nov-1996 10:34am

TO: Carol H. Rasco  
FROM: Jeffrey Levi  
AIDS Policy Council  
CC: Jeremy D. Benami  
CC: Elizabeth E. Drye  
SUBJECT: Structural thoughts

Carol--

This may be a lot more than you asked for, based on this morning's staff meeting. But this is relevant to the discussion, and is something that I was preparing to leave with you as some thoughts about the AIDS office when I leave next week.

A few caveats: these are my opinions, I have not discussed this with anyone else in this office; my guess is that Patsy would disagree with some of the assumptions here. This is also an attempt to be honest about what we have accomplished and what we haven't -- without casting judgment on anyone involved. (I should also note that from the beginning, within the community, I argued against the notion of an "AIDS Czar" -- with all the trappings that implies; my view remains the same and this reflects that view.)

In its current incarnation, this office has five roles: (1) serving as a community liaison -- a lightning rod for the community's concerns and being visible within the community (which is different from the bully pulpit role mentioned below); (2) assuring adequate attention to HIV in the budgetary process; (3) assuring appropriate policy responses; (4) attending to the Advisory Council; and (5) serving as a "bully pulpit" to raise the country's awareness about HIV/AIDS and to demonstrate to the general public the Administration's special commitment to this issue. (Note: this last item may not have been our view, but it was a clear expectation of the community that keeps recurring when it is critical of our office.)

I think we have been largely successful in all but the last area. The community's expectation of the bully pulpit role was never achievable -- either having what they consider to be a major personality capable of commanding media attention on his/her own, or having the President be more involved on a routine basis with this issue. I think the community has learned from the first

term the value of the substance of what this office does -- and as they respond to a search for new leadership there will be a variety of viewpoints about what this office should look like (from wanting the functional equivalent -- including all the staff -- of the Drug Czar -- to a more modest (and appropriate) policy operation).

I think there are at least three options for how to structure this office in a second term:

(1) Increase the prominence of the director. This would essentially retain the current structure, but recruit someone who is more of a public person. Very few people come to mind -- someone like Gerry Studds might fit the bill as a high-profile

political person who would be seen by the community as able to be more aggressive in internal deliberations. He would obviously bring great credibility within the community.

(2) Keep the current structure in place and recruit a director who has solid HIV policy experience (preferably some government experience) whom the community would respect, the bureaucracy would know and respect -- but might not command the kind of attention in the media that a former member of Congress would. (I remain unconvinced that the visibility in the media role is as critical as some feel, so this would not bother me that much.) For example, there are several excellent state AIDS directors who, if they had a deputy with some Washington experience, could do a very credible job.

(3) The heretical approach. I firmly believe that the real work of this office can be done with a very small staff and that, in fact, a separate "office" is not necessarily the best approach, especially given our successes of the last four years. In the first term we needed to establish with clarity the priority HIV must have throughout the Administration -- from a budgetary and a programmatic standpoint. I think those goals have been achieved, both within the government and in the eyes of the community. In a second term, I think the substantive issues we are going to be facing that will require time and new ideas are much more closely related to more general issues being addressed within the DPC. For people with HIV, the key issues in the next year or two will be the future of Medicare and Medicaid, how we make the disability system friendlier to people able to go back to work, etc. -- issues for which there needs to be an HIV voice, but not a separate voice. In fact, that would be counterproductive and what the AIDS-specific staff should be doing is linking the AIDS community to the larger communities working on these issues, rather than identifying separate agendas and approaches to common problems.

This is heresy to some. But I think from a policy standpoint, this is the way we should go. How could we do it?

First, I would consider limiting the AIDS staff to two substantive policy people, one person working on liaison to the Advisory Council (and somewhat to the community -- though that should be a shared function based on issue area), and a support staff person shared by the three others. (The Advisory Council person could be an HHS FTE, since the Council is chartered by HHS.) This would permit continued addressing of major policy areas (without detailed meddling in day-to-day functions of the agencies), continued involvement in budgetary issues, communication with the community, and, if travel and speaking engagements are shared, more than adequate outreach and visibility with the community. This would not permit some of the

(Sorry - I don't have the  
rest of this e-mail - will  
get it to you if I find it)

December 21, 1996

MEMORANDUM FOR BRUCE REED

FROM: Elizabeth Drye

SUBJECT: DPC Budget, Staff and Activities

Attached are a description of DPC's budget, OPD's budget document, and a list of current staff. Also attached is a list of DPC's accomplishments and plans I recently assembled with the staff for Carol. It is simply an inventory and does not reflect any serious strategic thinking, but I thought it might be helpful. One caution -- since we prepared it quickly prior to Carol's resignation, it doesn't necessarily reflect how staff would characterize their plans to you if asked.

I hope this is helpful.

# **DPC BUDGET FY97**

## **Background**

DPC's budget comes from two sources. DPC shares the Office of Policy Development (OPD) Congressional appropriation with NEC (attached). DPC also has a share of the White House salary budget and FTE allocated at the discretion of the COS.

The White House can divide OPD funds and FTE between NEC and DPC however it chooses. The allocation has been consistent over the past three years, with NEC receiving a greater share of the salary budget, FTE, and travel funds. Congress is requiring us to prepare separate budgets for DPC and NEC in FY98, so agreements on how to split the OPD budget will be binding for the first time in this budget cycle.

The OPD budget breaks down by "object class" (line item) as outlined below. Our ability to move money between object classes is limited. We can reprogram up to \$50,000 over the authorized level in all object classes except travel.

## **OPD Budget for FY97**

|                                               | Total       | DPC (by agreement) |                                              |
|-----------------------------------------------|-------------|--------------------|----------------------------------------------|
| Salaries:                                     | \$2,018,000 | \$650,812          |                                              |
| Benefits:                                     | 450,000     | 148,500            | *about 24% of salaries                       |
| Salaries/Benefits for detailees               | 313,000     | 234,750            | *DPC has 3/4 detailees                       |
| Travel                                        | 160,000     | 50,000             |                                              |
| Rent                                          | 540,000     |                    |                                              |
| Other expenses (supplies/util/equipment/etc.) | 366,000     |                    | *7 object classes                            |
| Authorized FTEs:                              | 31          | 11                 |                                              |
| Detailees:                                    | 8           | 6                  | *Can be changed w/out Congressional approval |

## **DPC White House-allocated salary dollars and FTE**

FTE: 11  
Salaries: \$955,550

## **Total DPC Budget for Salaries and FTE**

| Regular Employees: | Salaries  | FTE |                                                                           |
|--------------------|-----------|-----|---------------------------------------------------------------------------|
| OPD                | \$650,812 | 11  |                                                                           |
| WH                 | 955,500   | 11  |                                                                           |
| Detailees          | 234,750*  | 6   | *includes \$ for benefits; WH pays up to half of detailee salary/benefits |

Attached is a list of current DPC staff and their salaries. Note that several of the White House-funded staff, while technically part of the DPC, serve clearly defined roles:

- Patsy Fleming and Jeff Levi are and were, respectively, the Director and Deputy Director of the Office of National AIDS Policy (Patsy has resigned but will stay until we appoint a new Director);
- Jennifer Klein works primarily for the First Lady (Jen is on maternity leave; Pauline Abernathy is filling in for Jen through February at NEC's expense);
- Pam Cicetti works exclusively for the First Lady;
- Ira Magaziner works independent of the DPC (his assistant, Mia Masten, is on DPC's payroll);
- Debbie Fine is DPC's liaison to Political Affairs.

Needless to say, the AIDS slots have to be used for AIDS, or they will be moved elsewhere (some are suggesting ONAP should report to the VP). The same is presumably true about the two FLOTUS positions).

**DPC - FY 1997 PERSONNEL**  
*As of December 20, 1996*

Office of Policy Development Employees:

|                     |          |
|---------------------|----------|
| Bublick-Max, Sandra | \$45,000 |
| Drye, Elizabeth     | \$75,000 |
| Fortuna, Diana      | \$75,000 |
| Hogan, Lyn          | \$50,000 |
| Karayannis, Dorothy | \$30,000 |
| Klein, Jennifer     | \$75,000 |
| Masten, Mia         | \$47,000 |
| Mays, Cathy         | \$38,500 |
| Shimabukuro, Leanne | \$45,000 |
| Wamath, Stephen     | \$65,000 |
| Weinstein, Paul     | \$75,000 |

White House Office Employees:

|                       |           |
|-----------------------|-----------|
| Ben-Ami, Jeremy       | \$100,000 |
| Brostrom, Molly       | \$65,000  |
| Cicetti, Pamela       | \$50,000  |
| Fine, Deborah         | \$60,000  |
| Fleming, Patricia     | \$112,000 |
| Jennings, Christopher | \$95,000  |
| Levi, Jeffrey         | \$82,000  |
| Magaziner, Ira        | \$110,000 |
| Pizzuto, Jill         | \$31,500  |
| Rasco, Carol          | \$125,000 |
| Reed, Bruce           | \$125,000 |

**TOTAL \$955,500**

**TOTAL \$620,500 (NOT ANNUALIZED TOTAL - ONLY BASE SALARIES)**  
**Total Current FTE's 11**

FY 1997 Authorized Personnel Budget \$650,812  
 FY 1997 Authorized FTE's 11

| <i>DPC Reimbursable Details</i> | <i>Salary</i> | <i>Expiration</i> | <i>Reimb. Sal.</i> | <i>Reimb. Ben.</i> | <i>Reimb. Total</i> |
|---------------------------------|---------------|-------------------|--------------------|--------------------|---------------------|
| Burke, Dennis                   | \$80,834      | 9/30/97           | \$40,726           | \$10,181           | \$50,907            |
| Cohen, Michael                  | \$120,886     | 7/1/97            | \$33,221           | \$8,305            | \$41,526            |
| Rayford-Williams, Claudia       | \$78,385      | 1/31/97           | \$0                | \$0                | \$0                 |
| Regas, Diane                    | \$83,284      | 3/28/97           | \$0                | \$0                | \$0                 |
| Smartt, Jeanine (PMI)           | \$30,658      | 12/31/96          | \$0                | \$0                | \$0                 |
| <b>Total</b>                    |               |                   | \$73,946           | \$18,487           | \$92,433            |
| <b>Total Current OGE's</b>      |               |                   |                    |                    | 4                   |
| <b>FY97 Detailee Budget</b>     |               |                   |                    |                    | \$234,750           |
| <b>FY 1997 Authorized OGE's</b> |               |                   |                    |                    | 6                   |

## **DPC STAFF**

### **Molly Brostrom**

Senior Policy Analyst

Salary: \$65,000

Issues: Seniors, Veterans, Housing/Homelessness

### **Sandy Bublick-Max**

Policy Analyst

Salary: \$45,000

Issues: Health Care

### **Dennis Burke**

Senior Policy Analyst

Detailee

Issues: Crime/Drugs

### **Pam Cicetti**

Executive Assistant

Salary: \$50,000

(works for FLOTUS)

### **Mike Cohen**

Special Asst. to the President

Detailee

Issues: Education

### **Dorothy Craft**

Executive Asst. to the Deputy Asst.

Salary: \$30,000

### **Elizabeth Drye**

Chief of Staff

Salary: \$75,000

Issues: FDA Reform, Tobacco, Food Safety, Ag, Consumer Issues

### **Debbie Fine**

Special Assistant to the President

Salary: \$60,000

(works for Political Affairs)

### **Patsy Fleming (departing)**

Director, Office of National AIDS Policy

Salary: \$112,000

### **Diana Fortuna**

Senior Policy Analyst

Salary: \$75,000

Issues: Welfare, Disability, Adoption, Medicaid/Welfare Waivers

**Lyn Hogan**

Senior Policy Analyst

Salary: \$50,000

Issues: Teen Pregnancy, Women's Issues, Child Welfare, Welfare to Work

**Chris Jennings**

Special Assistant to the President

Salary: \$95,000

Issues: Health Care

**Jennifer Klein**

Special Asst. to the President

Salary: \$75,000

Issues: FLOTUS policy support; Health Care w/Chris Jennings (Pauline Abernathy is filling in for her through February)

**Ira Magaziner**

Senior Advisor to the President

Salary: \$110,000

**Mia Masten**

Staff Asst. to Ira

Salary: \$47,000

**Jill Pizzuto**

Special Asst. to Carol (scheduler)

Salary: \$31,500

**Claudia Rayford-Williams**

Special Asst. to Carol (detail expires 1/31/97)

Detailee

**Diane Regas**

Senior Policy Analyst

Detailee

Issues: Environment, Energy, Transportation

**Leanne Shimabukuro**

Policy Analyst

Salary: \$45,000

Issues: Crime, Drugs, Native Americans; also assists with office management

**Jeanine Smartt**

Policy Analyst

Detailee

Issues: Children and Families; Reinventing Government

**Steve Warnath**

Senior Policy Analyst

Salary: \$65,000

Issues: Immigration, Civil Rights, Other DoJ

**Paul Weinstein**

Special Asst. to the President

Salary: \$75,000

Issues: Political/Gov't Reform, Econ/Community Development

# EXECUTIVE OFFICE OF THE PRESIDENT



## *OFFICE OF POLICY DEVELOPMENT*

*FISCAL YEAR 1997 BUDGET*

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Office of Policy Development

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## **MISSION STATEMENT**

### **Executive Office of the President Office of Policy Development**

**In fiscal year 1997, the Office of Policy Development (OPD) will continue to be composed of two policy groups: the Domestic Policy Council and the National Economic Council. These two groups are responsible for advising and assisting the President in the formulation, coordination, and implementation of economic and domestic policy. The Office of Policy Development also provides support for other policy development and implementation initiatives as directed by the President.**

**The two policy groups are responsible for ensuring coordination in the development and implementation of executive branch policy. While each group is distinct in its organization and operating methodology, both serve as a forum in which policy advice to the President can be considered and refined. The small size of the staff and the collegial environment encourage communication among policy experts, allowing issues particular to each group to be included in policy deliberations being led elsewhere in the Executive Office of the President or in executive branch departments or agencies.**

**The Domestic Policy Council oversees development and implementation of the President's domestic policy agenda. Established on August 16, 1993 by Executive Order 12859, the Council ensures coordination and communication between the heads of relevant federal offices and agencies.**

**The Domestic Policy Council provides a forum through which:**

- Cabinet agencies with responsibility for components of the domestic agenda coordinate their work on key cross-cutting issues;**
- decisions on policy of critical importance to the President can be debated, focused, and ultimately brought before the President for decision;**
- communication is fostered on initiatives and issues affecting multiple agencies and;**
- implementation of key Presidential initiatives is monitored.**

## **SUMMARY OVERVIEW**

### **Executive Office of the President Office of Policy Development**

**The fiscal year (FY) 1997 budget request for the Office of Policy Development (OPD) is \$3,867,000 and 31 full-time equivalent (FTE) positions. This request reflects no change from the FY 1996 enacted level.**

**This budget request will provide full funding for payroll and other expenses necessary to support the two policy groups. Due to the nature and responsibilities of OPD, 72 percent of the total budget is for personnel costs. Compensation and benefits total \$2,801,000, a decrease of \$30,000 from the FY 1996 enacted level. This amount will provide resources for the compensation and benefits of 31 FTEs, as well as necessary special personal services payments.**

**Based on square foot usage and adjustments to joint-use costs, FY 1997 rent costs have been increased \$45,000. Travel funding has been decreased \$15,000 in order to meet administrative reductions and absorb increases in other object classes. No increases are requested for full-time permanent; other than full-time permanent; benefits for former personnel; transportation of things; communications, utilities, and miscellaneous charges; printing and reproduction; other services; supplies and materials; and equipment.**

## **APPROPRIATION LANGUAGE**

**Executive Office of the President  
Office of Policy Development**

**Salaries and Expenses**

**For necessary expenses of the Office of Policy Development, including services as authorized by 5 U.S.C. 3109, and 3 U.S.C. 107; \$3,867,000. (*Executive Office Appropriations Act, 1996.*)**

## **PROGRAM AND PERFORMANCE**

**Executive Office of the President  
Office of Policy Development**

**The Office of Policy Development supports the Domestic Policy Council and the National Economic Council in carrying out their responsibilities to advise and assist the President in the formulation, coordination, and implementation of economic and domestic policy. The Office of Policy Development also provides support for other domestic policy development and implementation activities as directed by the President.**

Executive Office of the President  
Office of Policy Development  
Program and Financing Schedule (Continued)  
(In Thousands of Dollars)

|                                                 | FY 1995<br>Actual | FY 1996<br>Estimated | FY 1997<br>Estimated |
|-------------------------------------------------|-------------------|----------------------|----------------------|
| Identification Code 11-2200-0-1-802             |                   |                      |                      |
| <b><u>Outlays (gross), detail:</u></b>          |                   |                      |                      |
| 86.90 Outlays from new current authority        | 3,651             | 3,837                | 3,519                |
| 86.93 Outlays from current balances             | <u>975</u>        | <u>656</u>           | <u>496</u>           |
| 87.00 Total outlays (gross)                     | 4,626             | 4,493                | 4,015                |
| <b><u>Offsets</u></b>                           |                   |                      |                      |
| 88.00 Offsetting collections (cash) from:       |                   |                      |                      |
| Federal sources                                 | <u>85</u>         | <u>318</u>           | <u>0</u>             |
| 88.90 Total offsetting collections              | 85                | 318                  | 0                    |
| <b><u>Net budget authority and outlays:</u></b> |                   |                      |                      |
| 89.00 Budget authority                          | 4,256             | 3,867                | 3,867                |
| 90.00 Outlays                                   | 4,541             | 4,175                | 4,015                |

**DETAILED EXPLANATION OF CHANGES  
REQUESTED FOR FY 1997**

**Executive Office of the President  
Office of Policy Development**

**Justification of Changes by Object Class  
(In Thousands of Dollars)**

**Increases for Current Services and Request Level**

| <b>FY '96</b> | <b>FY '97</b> | <b>Net Change</b> |
|---------------|---------------|-------------------|
|---------------|---------------|-------------------|

**Personnel Compensation and Benefits**

|                |                |               |
|----------------|----------------|---------------|
| <b>\$2,831</b> | <b>\$2,801</b> | <b>(\$30)</b> |
|----------------|----------------|---------------|

The personnel category provides funding for all salaries, special personal services payments, and benefits. This will provide for staff of 31 FTE's plus detailees.

**Travel and Transportation of Persons**

|              |              |               |
|--------------|--------------|---------------|
| <b>\$175</b> | <b>\$160</b> | <b>(\$15)</b> |
|--------------|--------------|---------------|

Travel resources are used to provide transportation and per diem for necessary invitational and staff travel. Travel funding was reduced in order to meet administrative reductions and absorb increases in other object classes.

| <b>FY '96</b>  | <b>FY '97</b>  |                                                                                                                                                                          | <b>Net Change</b> |
|----------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                |                | <b><u>Other Services</u></b>                                                                                                                                             |                   |
| <b>\$75</b>    | <b>\$75</b>    |                                                                                                                                                                          | <b>\$0</b>        |
|                |                | <b>This category provides funding for contractual services, maintenance contracts, repairs, computer services, and database subscriptions. No increase is requested.</b> |                   |
|                |                | <b><u>Supplies and Materials</u></b>                                                                                                                                     |                   |
| <b>\$60</b>    | <b>\$60</b>    |                                                                                                                                                                          | <b>\$0</b>        |
|                |                | <b>These funds are used to provide office supplies, subscriptions, and other specialized materials. No increase is requested.</b>                                        |                   |
|                |                | <b><u>Equipment</u></b>                                                                                                                                                  |                   |
| <b>\$75</b>    | <b>\$75</b>    |                                                                                                                                                                          | <b>\$0</b>        |
|                |                | <b>The equipment category provides for the equipment needs of the two policy groups. No increase is requested.</b>                                                       |                   |
| <b>\$3,867</b> | <b>\$3,867</b> | <b>TOTAL FOR ALL OBJECT CLASSES</b>                                                                                                                                      | <b>\$0</b>        |

**DPC - FY 1997 PERSONNEL***As of December 20, 1996***Office of Policy Development Employees:**

|                     |                 |
|---------------------|-----------------|
| Bublick-Max, Sandra | \$45,000        |
| Drye, Elizabeth     | \$75,000        |
| Fortuna, Diana      | \$75,000        |
| Hogan, Lyn          | \$50,000        |
| Karayannis, Dorothy | \$30,000        |
| Klein, Jennifer     | \$75,000        |
| Masten, Mia         | \$47,000        |
| Mays, Cathy         | \$38,500        |
| Shimabukuro, Leanne | \$45,000        |
| Warnath, Stephen    | \$65,000        |
| Weinstein, Paul     | <u>\$75,000</u> |

**White House Office Employees:**

|                       |                  |
|-----------------------|------------------|
| Ben-Ami, Jeremy       | \$100,000        |
| Brostrom, Molly       | \$65,000         |
| Cicetti, Pamela       | \$50,000         |
| Fine, Deborah         | \$60,000         |
| Fleming, Patricia     | \$112,000        |
| Jennings, Christopher | \$95,000         |
| Levi, Jeffrey         | \$82,000         |
| Magaziner, Ira        | \$110,000        |
| Pizzuto, Jill         | \$31,500         |
| Rasco, Carol          | \$125,000        |
| Reed, Bruce           | <u>\$125,000</u> |

|              |                  |
|--------------|------------------|
| <b>TOTAL</b> | <b>\$955,500</b> |
|--------------|------------------|

|                            |                                                              |
|----------------------------|--------------------------------------------------------------|
| <b>TOTAL</b>               | <b>\$620,500 (NOT ANNUALIZED TOTAL - ONLY BASE SALARIES)</b> |
| <b>Total Current FTE's</b> | <b>11</b>                                                    |

|                                     |           |
|-------------------------------------|-----------|
| FY 1997 Authorized Personnel Budget | \$650,812 |
| FY 1997 Authorized FTE's            | 11        |

| <i>DPC Reimbursable Details</i> | <i>Salary</i> | <i>Expiration</i> | <i>Reimb. Sal.</i> | <i>Reimb. Ben.</i> | <i>Reimb.Total</i> |
|---------------------------------|---------------|-------------------|--------------------|--------------------|--------------------|
| Burke, Dennis                   | \$80,834      | 9/30/97           | \$40,726           | \$10,181           | \$50,907           |
| Cohen, Michael                  | \$120,886     | 7/1/97            | \$33,221           | \$8,305            | \$41,526           |
| Rayford-Williams, Claudia       | \$78,385      | 1/31/97           | \$0                | \$0                | \$0                |
| Regas, Diane                    | \$83,284      | 3/28/97           | \$0                | \$0                | \$0                |
| Smartt, Jeanine (PMI)           | \$30,658      | 12/31/96          | \$0                | \$0                | \$0                |
| <b>Total</b>                    |               |                   | <b>\$73,946</b>    | <b>\$18,487</b>    | <b>\$92,433</b>    |
| <b>Total Current OGE's</b>      |               |                   |                    |                    | <b>4</b>           |
| <b>FY97 Detailee Budget</b>     |               |                   |                    |                    | <b>\$234,750</b>   |
| <b>FY 1997 Authorized OGE's</b> |               |                   |                    |                    | <b>6</b>           |

## **STAFF PERSON AND ISSUE/TOPIC**

Pauline Abernathy  
HEALTH CARE Reform

Molly Brostrom  
SOCIAL SECURITY  
VETERANS  
HOUSING/HOMELESSNESS  
AGING/SENIORS

Dennis Burke  
CRIME/DRUGS

Mike Cohen  
EDUCATION  
LABOR/TRAINING

Dorothy Craft  
FOOD/NUTRITION

Elizabeth Drye  
FDA REFORM  
HUMAN RADIATION EXPERIMENTS  
TOBACCO  
AGRICULTURE

Patsy Fleming  
AIDS

Diana Fortuna  
DISABILITY  
FOOD/NUTRITION  
WELFARE REFORM  
TOBACCO  
ADOPTION  
HEALTH CARE Waivers

Lyn Hogan  
TEEN PREGNANCY  
WOMEN'S ISSUES  
CHILD WELFARE

Chris Jennings  
FDA REFORM  
HEALTH CARE Reform

Diane Regas  
ENERGY  
ENVIRONMENT  
TRANSPORTATION

Bruce Reed  
WELFARE REFORM

Leanne Shimabukuro  
NATIVE AMERICANS  
CRIME/DRUGS

Jeanine Smartt  
COORDINATED SERVICES  
Empowerment Zone Implementation;  
Partnerships for Stronger Families

Steve Warnath  
CIVIL RIGHTS/  
AFFIRMATIVE ACTION  
EXECUTIVE ORDERS  
IMMIGRATION  
JUSTICE/LEGAL ISSUES

Paul Weinstein  
POLITICAL/GOV. REFORM  
EZ/EC Legislation  
ECONOMIC/COMMUNITY DEVELOPMENT