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Todd,

I just had a phone conversation with Jody Jaeger and he is very interested. He said he had just sent you a note and resume yesterday to express his desire to participate on the Climate Change project.

His skills:

- organized;
- easy to get along with;
- mature; and
- responsive.

I'm attaching his resume and he could meet with you today, before 1:45 p.m. or after 4:30 p.m.

His phone number at the Department of Agriculture is 720-9933.

Natalie



Albers J. Jaeger, Jr.
7110 Broxburn Drive
Bethesda, Md 20817
301-320-3033
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Curriculum Vitae

Denver Summit of the Eight - Summit Site Director. Responsible for site development and management including major construction of summit meeting facilities, reconfiguring Denver Public library for international media, staff and leader holding areas, state arrival ceremony and supporting Secret Service security needs. Duties included managing of \$937,000 budget, oversight of protocol, media, decor, catering and telephone and electronic equipment.

1997 Presidential Inaugural Committee - "Sharing the Light," Co-director. Produced the Inaugural fireworks program - a \$650,000 program executed simultaneously from 10 sites with simul-cast soundtrack broadcast on numerous radio stations and national TV.

Election Night 1996 in Little Rock - Deputy Director for Presidential Event at the Old State House. Event included site development, staging, fireworks display, talent selection, coordination and management for major acts (Jessye Norman, Tony Bennett, Kathy Mattea & Andrea McArdle).

1993 - Present: Deputy Director, Office of Communications, U.S. Department of Agriculture. Managerial duties for agency and supervision of Video, Teleconference and Radio activities for USDA.

1988 - 1993: Executive Director. The Mississippi Educational Network. Mississippi's statewide public television, radio and satellite network; a statewide system of 11 television and radio stations and 185 satellite receive sites (TVRO). Chief executive officer of FiberNet -- a broad-band, interactive fiber-optic network delivering advanced placement courses in science, math and foreign languages.



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Executive Director - Mississippi Educational Network (continued)

Executive Director of The Radio Reading Service of Mississippi, a service for the blind and print handicapped. The combined systems provides over 65 hours of programming daily. Additionally, the executive director is charged with regulatory authority for all non-commercial broadcasting activities in the state.

The Executive Director serves as Administrator and Chief Executive Officer of the 152-employee organization and its annual budget of more than \$9 million; President and CEO of EdNet, the private non-profit corporation in charge of the state's ITFS telecommunications network; President of the Foundation for Public Broadcasting and executive producer of numerous public affairs, news and documentary programs produced by the agency.

1983 - 1988: Partner, Rothstein and Company, Inc., an advocacy and political media firm in Washington, D.C. Clients include: People for the American Way, anti-Bork campaign; Governor Cowper - Alaska; Governor Bob Kerrey - Nebraska; Senator Wirth - Colorado; Lt. Governor McCarthy - California; Senator Riegle - Michigan; Senator Bob Kerrey - Nebraska. Produced and directed program for Democratic Institute for International Affairs. Produced the State of the Union Democratic Response. Director of *Marathon Winter*, an international documentary project aired by National Geographic Explorer series and *William DunLap - The Landscape of Memory* broadcast on PBS.

1985 - 1988 Executive Vice-President, Capitol Multi-Media. Capitol Multi-Media is a telecommunications and entertainment complex serving governmental and private sector. Clients including national networks, cable networks and National Geographic Society. Products include CD-Rom and CDI disks and programming. Facilities include advanced audio and video production and post-production operations, advanced video graphics and CDI disk production systems.



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1975 -1983: Vice-President, The Communications Company, Washington, D.C. National and international political media and advocacy firm headed by Robert D. Squier. Clients included: Carter for President, Governor Winter - Mississippi; Governor Graham - Florida; Governor Brown - Kentucky; Senator Heflin - Alabama; Senator Hart - Colorado; Lt. Governor Robb - Virginia; Governor Dukakis - Massachusetts; Senator Sasser - Tennessee; Senator Bayh - Indiana; Congressman Sharp - Indiana; Bedoya for President - Peru; *The President*, a one-hour documentary film on the Carter White House aired on CBS.

Concurrently Vice-President of The Film Company, Washington, D.C., a non-profit organization producing educational and cultural programming for public television. The Film Company has developed and produced a series of award-winning documentary films including *William Faulkner, A Life on Paper; Herman Melville, Damned in Paradise* and *The Price of Prejudice*. Grants and development funds were secured totalling more than \$1.2 million for projects on F. Scott Fitzgerald, Thomas Wolfe and Robert Penn Warren.

1974 - 1975: Producer, Associate Producer, Staff Assistant and Production Assistant, Mississippi Authority for Educational Television.

Education

Harvard University, Master of Public Administration
University of Mississippi, Bachelor of Arts
Georgetown University, Post-graduate work
Tufts University, Post-graduate work in Public Diplomacy

Professional Organizations past memberships

Sigma Delta Chi, The Society of Professional Journalists
International Television and Video Association
American society of Communications Executives
National ITFS Association
Southern Educational Communications Association
Satellite Education Research Consortium



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Civic and Arts Organizations 1989-1992

International Ballet Competition - Board of Directors
Mississippi Symphony Orchestra - Board of Governors
Mississippi Institute of Arts and Letters - Board of Directors
Museum of the Southern Jewish Experience - Advisory Board

Awards

EMMY - Southern Regional Award for "Grand Prix de Ballet"
EMMY - Southern Regional Award for "Return to the River"
Alfred I. Dupont Award - Columbia University for "William
Faulkner, A Life on Paper"
New York International Film Festival - Bronze Medal
Houston Film Festival - Silver Award
Columbus International Film Festival - CHRIS
CINE Golden Eagle
Birmingham Film and Video Festival - ELECTRA

References

Harold Ickes - 202-974-9631
Debbie Willhite - 202-638-5616
Robert D. Squier 202-547-4970
Ambassador Ray Mabus - 601-362-7400
Joe Rothstein - 301-654-9570
Frank Greer 202-338-8700
Hodding Carter 202-822-0036

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233-9094
EPA

EDUCATION

Columbia University, School of International and Public Affairs, New York.
Master of International Affairs (M.I.A.), June 1996; East Asian regional focus.
Coursework: Economics, Statistics, Environmental Law and Policy, International Relations.
Editorial-Assistant Director, *Journal of International Affairs*

Princeton University, Princeton, New Jersey. June 1991.
A.B. in Politics; Minor in East Asian Studies
Thesis: Earth First! and the Resurgence of the American Radical.

Middlebury College, Middlebury, Vermont. Summer 1989.
Summer Chinese School.

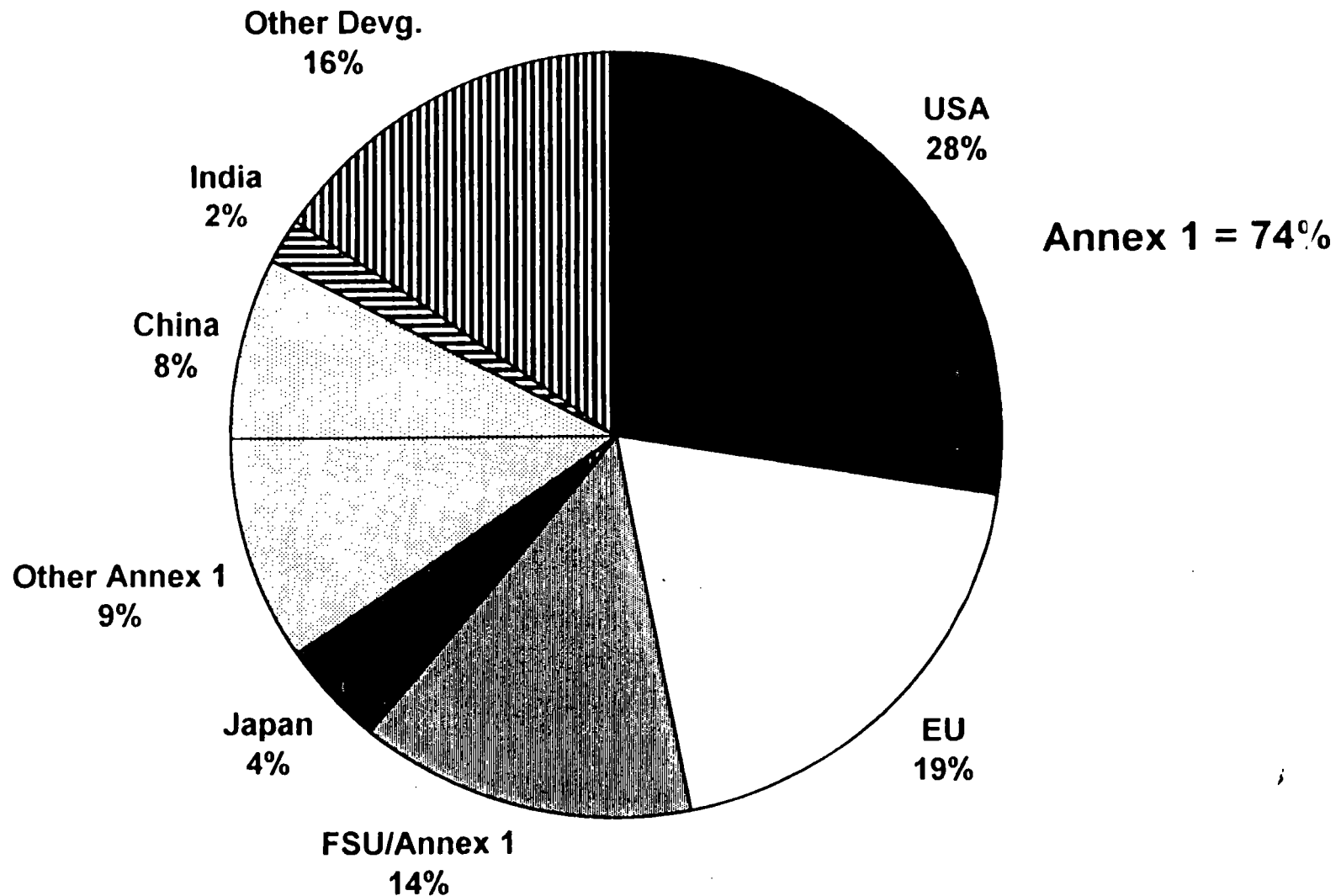
EXPERIENCE

- 1996-present **U.S. Environmental Protection Agency** Washington, DC
Environmental Protection Specialist
- Perform economic and energy-use analyses to guide EPA's implementation of Climate Change Action Plan and prepare for COP-3 of the Framework Convention on Climate Change.
 - Design and manage programs to profitably reduce industry's environmental impact through improved energy efficiency, focusing on portland cement and semiconductor manufacturing.
 - Assist in management of joint Sino-US CFC phase-out and energy efficiency programs.
 - Manage projects of approximately twenty consultants and grant recipients in support of EPA's Industrial energy efficiency and greenhouse gas emissions reduction initiatives.
- 1995-1996 **Environmental Policy Studies, Columbia University** New York, NY
Departmental Research Assistant
- Assisted department chair with all aspects of Environmental Policy Studies program.
 - Organized classes including the Environmental Policy Practicum and Workshop in International Environmental Problem Solving.
 - Represented student interests in program activities.
- Spring 1995 **Workshop in International Environmental Problem-Solving** New York, NY
Consultant
- Located, solicited and secured a client for the workshop consulting group.
 - Produced report for International Coral Reef Initiative and NOAA outlining economic, political and biological value of protecting Jordanian coral reefs.
 - Analyzed impact of coral reef protection on the local economy.
- Fall 1995 **United Nations Development Programme -- Global Environment Facility** New York, NY
Intern
- Conducted research National Environmental Funds and their use as a financing mechanism for sustainable development initiatives.
- 1995 **Resources Development Foundation** New York, NY; Beijing, P.R.C.
International Fellow
- Research on demand-side management and alternative energy development plans in the People's Republic China.
 - Seconded to **Beijing Energy Efficiency Center** to participate in development of a Chinese market transformation grant proposal to the World Bank and to assist in a World Wide Fund for Nature study of Beijing's transportation infrastructure.
- 1991-1992 **Princeton-in-Asia, Wuhan Institute of Technology** Wuhan, P.R.C.
Teacher
- Developed and delivered graduate and undergraduate seminars and lectures.

OTHER DISTINCTIONS

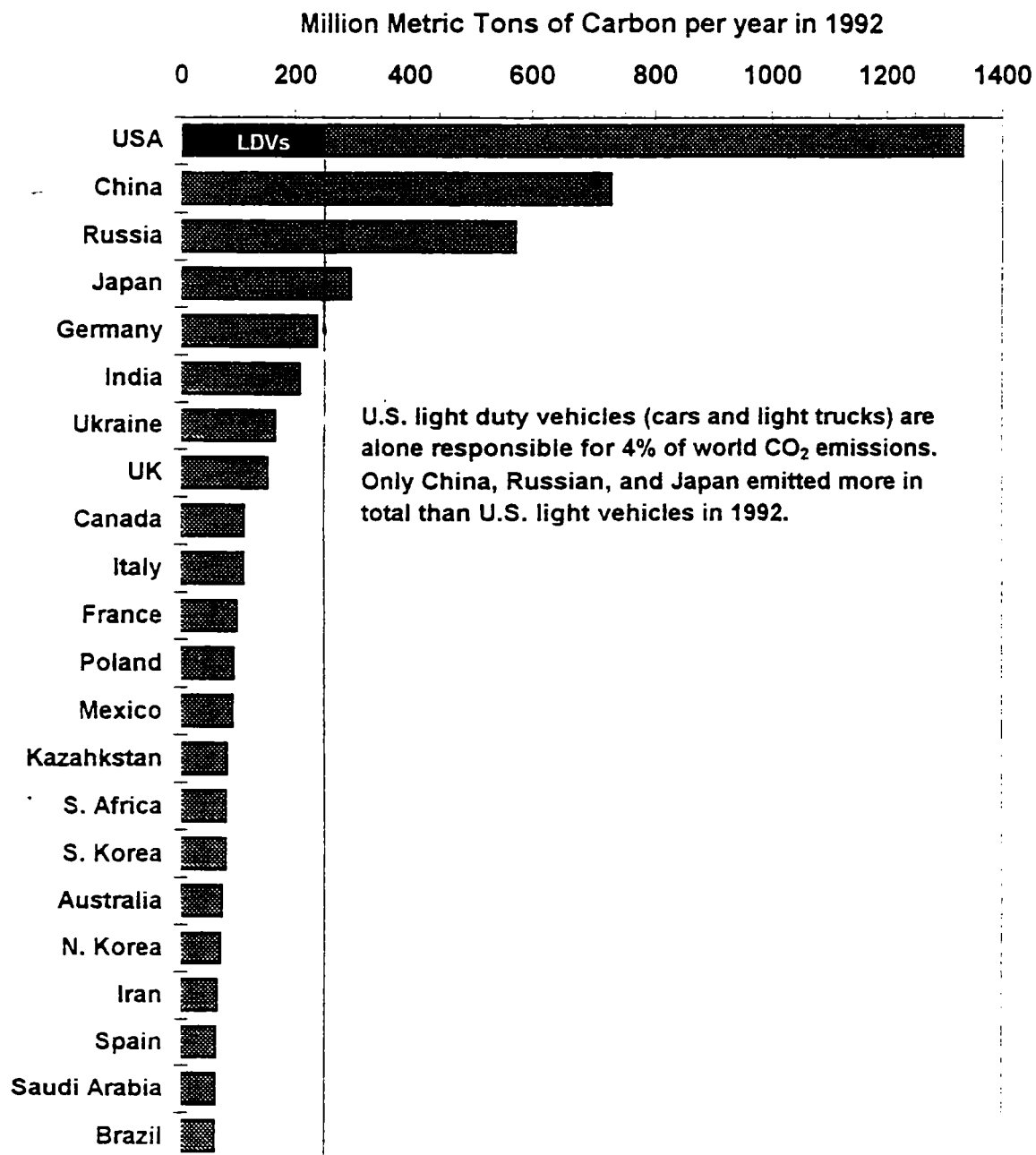
- Contributed to forthcoming Council on Foreign Relations occasional paper entitled "Chinese Accession to International Environmental Treaties".
- Selected as Presidential Management Intern, Spring 1996.
- Language skills: Mandarin Chinese; reading knowledge of French and Spanish.
- 1993 New York City Marathon (3:29); 1997 NYC Marathon entrant.
- Enjoy sailing, distance running and back-country camping.

Cumulative Global Emissions of Carbon Dioxide, 1950-92 (fossil fuel and cement sources only)



Source: Oak Ridge National Laboratory

CO₂ emissions from countries having a 1% or greater share of the world total compared to CO₂ emissions from U.S. cars and light trucks (LDVs)



Prepared by ACEEE using statistics compiled by Oak Ridge National Laboratory.

Where is the job export risk?

- price increase is greater than 5% in 10 industries
- they account for 3% of manufacturing jobs and shipments
- price increase is greater than 2% in a further 14 industries
- the 24 industries in total account for 5% of manufacturing jobs and 12% of manufacturing shipments

	Energy Tax (% Shipments)	Employment (1,000s)
Lime	23.9%	4
Primary Aluminum	15.0%	20
Cement Hydraulic	13.7%	16
Alkalies and Chlorine	9.9%	8
Industrial Gases	8.4%	9
Nitrogenous Fertilizers	8.0%	7
Paper Mills	7.4%	130
Electrometalurgical Products	7.2%	5
Paperboard Mills	6.2%	51
Blast Furnaces and Steel Mills	5.9%	177

Note: Estimates based on a \$50/ton carbon/energy tax

F. Miller, EPI



JULY 1997

ARE DEVELOPING COUNTRIES ALREADY DOING AS MUCH AS INDUSTRIALIZED COUNTRIES TO SLOW CLIMATE CHANGE?

BY WALTER V. REID AND JOSÉ GOLDEMBERG

Developing countries are already effective participants in global efforts to reduce greenhouse gas emissions. Indeed, since the signing of the 1992 Framework Convention on Climate Change (FCCC) developing countries may have achieved greater carbon dioxide emission savings than industrialized countries.

Negotiations to strengthen the Climate Convention risk being derailed by the increasingly popular argument that industrialized countries should not commit to greenhouse gas reductions unless developing countries agree to reductions. This position backtracks on the pivotal compromise reached in the Framework Convention on Climate Change (FCCC), which balanced the timing and strength of actions by industrialized countries (which are largely responsible for the climate change that is now underway) with those of developing countries (which ultimately will be the major source of emissions). But the position also rests on a faulty assumption. Even without commitments to limit emissions, developing countries are already taking significant steps to rein in greenhouse gas emissions.

Industrialized countries account for more than two-thirds of annual carbon dioxide emissions worldwide and an even larger share of the radiative forcing of greenhouse gases.

Consequently, under the FCCC these nations accepted a greater burden than developing countries for slowing the growth of greenhouse gas emissions. However, by

2020, developing country emissions are projected to exceed those of industrialized countries.¹ To

prevent dangerous impacts from climate change, developing countries will eventually need to reduce the rate of growth, and, ultimately, the level of their emissions.

In keeping with the principle of "common but differentiated responsibilities" agreed to in the FCCC, countries in the Organization for Economic Cooperation and Development (OECD) set voluntary targets of stabilizing carbon dioxide (CO₂) emissions at 1990 levels by the year 2000. These countries will largely fail to meet their voluntary commitments: Of the nine OECD countries with 1990 emissions greater

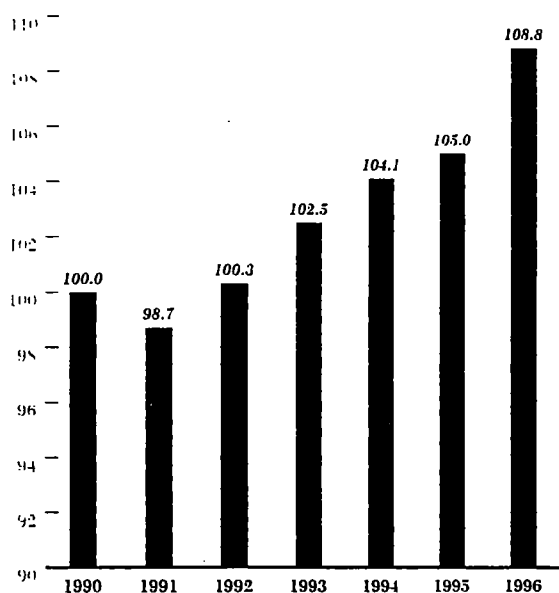
than 50 million metric tons of carbon (MtC) only two—the United Kingdom and Germany—are likely to have emissions at or below 1990 levels in 2000.² U.S. emissions have increased each year since 1991 and now appear likely to be 13 percent above the promised target in 2000³ (Figure 1).

Even without commitments to limit emissions, developing countries are already taking significant steps to rein in greenhouse gas emissions.

In April 1995, parties to the Climate Convention agreed to the "Berlin Mandate," which established a two-year negotiating process to develop a protocol that will set quantified limitation and reduction objectives after 2000, in all likelihood including a cap on emissions among Annex I countries (i.e., OECD and countries with economies in transition). The parties agreed not to introduce new commitments for developing countries in that protocol; however, the Berlin Mandate does specify that developing countries should advance the implementation of their existing commitments.



Figure 1

Relative US CO₂ Emission (1990=100)

The figure shows percentage change in U.S. CO₂ emissions relative to a 1990 baseline. For example, emissions in 1996 were almost 9 percent greater than in 1990.

But this agreement is now being called into question. In a July 1995 letter to President Clinton, CEOs of 119 leading U.S. companies stated, "Agreements cannot exempt developing nations, which are expected to be the major contributors to greenhouse gases in the 21st Century." According to the President of the United Mine Workers of America, "The United States made a fundamental negotiating error when it agreed in Berlin to negotiate binding commitments on industrial countries while letting fast-growing developing countries such as China, India, Korea, Mexico, and Brazil off the hook."⁴ And, a Sense of the Senate resolution circulated by Senator Robert Byrd states, "The United States should not be a signatory to any protocol to, or other agreement regarding the United Nations Convention for Climate Change of

1992. ...which would mandate new commitments to mitigate greenhouse gas emissions for the Developed Country Parties, unless the protocol or other agreement also mandates specific scheduled commitments within the same compliance period to mitigate greenhouse gas emissions for Developing Country Parties."

There are many reasons why governments premised the Convention on a differentiation between the commitments of industrialized and developing nations. The bulk of past greenhouse gas emissions came from industrialized nations. And, although annual developing world emissions will equal those of industrialized nations by 2020, it will take considerable time before their cumulative releases—a better index of overall contributions to the global warming—match those of industrialized countries. Moreover, much of the growth in emissions in developing countries results from the provision of basic human needs for their growing populations, while that in industrialized countries contributes to growth in a standard of living that is already far above that of the average person worldwide.

1992. ...which would mandate new commitments to mitigate greenhouse gas emissions for the Developed Country Parties, unless the protocol or other agreement also mandates specific scheduled commitments within the same compliance period to mitigate greenhouse gas emissions for Developing Country Parties."

Even beyond these basic reasons, however, it appears that developing countries are already doing a great deal to limit emissions—a fact largely overlooked in the current debate. Some examples of the actions being taken by developing countries are the following.

PRICE REFORM

Between 1990–91 and 1995–96, total fossil fuel subsidies in 14 developing countries that account for 25 percent of global carbon emissions from industrial sources declined 45 percent, from \$60 billion to about \$33 billion.⁵ (During this same period, OECD subsidies declined by 20.5 percent, from \$12.5 billion to \$9.9 billion.) Reduced subsidies lead to higher fuel prices and reduced rates of growth in consumption and carbon emissions.

The most significant carbon savings over the past decade have occurred in China, which accounts for 12 percent of total world energy-related CO₂ emissions, second only to the United States. China's energy-related carbon emissions tripled between 1971 and 1993, largely due to growth in coal-fired power production, which accounted for 83 percent of its emissions.⁶ Beginning in the 1980's, however, China substantially reformed energy pricing, with coal subsidies falling from 37 percent in 1984 to 29 percent in 1995, and petroleum subsidies falling from 55 percent in 1990 to 2 percent in 1995. Although annual carbon emissions grew by 228 MtC between 1980 and 1990, emissions would have been 155 MtC higher in 1990 without the energy efficiency gains achieved over this period.⁷ The World Bank esti-



mated in 1996 that further efficiency gains in China have the potential of yielding savings of 1,000 to 1,700 million tons of coal equivalents per year by 2020—an amount greater than China's total energy consumption in 1990.

Within the past six years, India, Mexico, South Africa, Saudi Arabia, and Brazil—all of which rank among the top-25 countries for industrial CO₂ emissions—also cut fossil fuel subsidies significantly. Using World Bank estimates of price elasticities of demand and inflation-adjusted internal fuel prices, carbon savings of to 26 MtC per year (Table 1) should result in these countries from the fuel price reforms. An additional 19.5 MtC in savings should result from fuel price reforms on petroleum products in China over this same time period.

PROMOTION OF EFFICIENCY AND RENEWABLE ENERGY

Many developing countries are also actively promoting energy efficiency and renewable energy. By the end of 1993, 12 percent of China's installed electrical generation capacity—14.6 gigawatts of electricity—was produced through cogeneration. The Ministry of Energy now requires all large industrial boilers to be converted to cogeneration facilities.⁹ By the end of 1995, the annual utilization rate of renewable energy reached 300 million tons of coal, accounting for one quarter of the total national consumption of primary energy and over 47 percent of energy consumption in rural areas.

Mexico, India, and Brazil have launched specific energy efficiency and renewable energy programs. Mexico's National Commission for Energy Conservation has developed energy efficiency standards for new boilers, refrigerators, small air conditioners, buildings, and electric motors. It is undertaking voluntary programs with industry for energy conservation and energy audits. India subsidizes the development of renewable energy. Wind turbine equipment, for example, currently qualifies for 100 percent accelerated depreciation in the year of installa-

Much of the growth in emissions in developing countries results from the provision of basic human needs for their growing populations, while that in industrialized countries contributes to growth in a standard of living that is already far above that of the average person worldwide.

tion, and the equipment and components qualify for concessional customs duty or full exemption.¹⁰ India's current Five Year Plan (1992–1997) also includes a National Energy Efficiency Programme, which has the potential to save 5,000 MW in the electricity sector and 6 million tons of oil in the petroleum sector over the five-year period.¹¹

In 1976, Brazil initiated an aggressive program to use ethyl alcohol (ethanol) from sugar cane in automobiles. Production rapidly grew to about 200,000 barrels a day, replacing one-half of the gasoline that otherwise would have been used. Since

ethanol from sugarcane is a renewable resource, 9.45 MtC per year, or approximately 15 percent of Brazil's total emissions from fossil fuels, is avoided.¹² Brazil also instituted an electricity conservation program, PROCEL, which, although modest in the early 1980s, will receive \$400 million in 1997 and 1998 to improve the efficiency of refrigerators, air conditioners, lighting, and other appliances. This program will avoid the installation of 1,600 MW of new electricity generation at one quarter of the cost of generating the additional power.

JOINT IMPLEMENTATION

Under the Climate Convention's pilot phase for "Activities Implemented Jointly" (AIJ), Annex 1 countries can invest in greenhouse gas reduction projects in other countries, although the investing country is not allowed to apply emission

reductions against their own national commitments. If emission credits are allowed for joint implementation projects after the pilot phase, they are likely to be shared between the investing and recipient country, thus, developing countries would take some credit for the carbon savings stemming from these projects. Net carbon savings for 20 approved AIJ pilot projects in developing countries that will be achieved over the next 20 years (if the projects are fully funded) amount to 138 MtC (135 MtC in forestry projects, 3 MtC in energy projects).¹³ If credits were currently allowed for these projects and one assumes that half of the emission



reduction from such projects should be attributed to implementing countries. developing countries would be responsible for about 69 MtC offset over the twenty-year period. (Note that on an annual basis, this value is only a small fraction of the savings being achieved through energy policy reforms.)

SIDE BENEFITS VERSUS "NO REGRETS"

None of these carbon savings in developing countries have resulted from domestic climate mitigation policies. Instead, carbon-saving has been a side benefit of policy changes and projects designed to meet national economic, social, and public health needs. For example, severe energy shortages in China have already placed constraints on its economic development, contributing to an estimated 25 to 30 percent under-utilization of its manufacturing capacity.¹⁴ One study of the economic benefits of 16 energy efficiency projects in China's manufacturing sector found that all had internal rates of return well over 12 percent, while three-quarters had rates of 20 percent or more.¹⁵

Developing countries are facing significant public health problems from air pollution, largely due to fossil fuel use. If unhealthy levels of suspended particulate matter were brought down to meet World Health Organization standards, between 300,000 and 700,000 premature deaths per year could be avoided in developing countries.¹⁶ In Mexico, economic damages due to the health

impacts of air pollution are estimated at \$1.5 billion per year. Particulates are estimated to cause 12,500 extra deaths and 11.2 million lost workdays per year.¹⁷

Brazil's alcohol fuel program was established to reduce the country's dependence on imported oil and to help stabilize sugar production in the face of cyclic fluctuations of international prices. The program has been a source of employment opportunities for both skilled and unskilled workers, particularly since it was almost entirely based on locally manufactured equipment. It has helped to establish a strong agro-industrial system, generated 700,000 jobs, and reduced urban pollution.

Similar to developing countries, emission savings by OECD countries resulted from actions initiated for other reasons. In fact, the only two large OECD countries that are likely to achieve the goal of returning to 1990 levels of emissions—the United Kingdom and Germany—will do so largely because of factors not included in the policies and measures they established to mitigate climate change. In the United Kingdom, two-thirds of the nation's emission reductions expected by 2000 will result from the replacement of coal-fired power plants with combined cycle gas turbines (which produce half the carbon per unit of electricity)—a result of energy utility privatization of over the past decade. Germany's carbon savings result primarily from

Carbon-saving has been a side benefit of policy changes and projects designed to meet national economic, social, and public health needs.

the shift from inefficient coal to natural gas in the former East Germany following unification.

More generally, the Intergovernmental Panel on Climate Change concluded that over the short term the costs of stabilizing CO₂ emissions at 1990 levels in OECD countries—a goal that the countries will not meet in any event—may be negligible.¹⁸ Economist Dale Jorgenson calculates that under a variety of policies for recycling taxes collected on U.S. carbon emissions, taxes set high enough to internalize the economic damages from climate change would be economically justified based on lessened health and welfare damages from air pollution alone.¹⁹ More generally, those economic models that make the most realistic assumptions about the policies that are put in place to reduce emissions (e.g., the use of market approaches, efficient recycling to the economy of revenue generated from taxes on fossil fuel use) and about the response of private firms (e.g., that such policies would stimulate technological innovation and substitution) show that policies to reduce greenhouse gas emissions will have neutral or positive impacts on the U.S. economy.²⁰

How do our estimates of the savings in CO₂ emissions in developing countries since the signing of the FCCC compare to savings in OECD



Table 1

Estimated Carbon Emission Savings Resulting From Recent Fossil Fuel Price Changes

	1992 Emissions (1000 tons Carbon from fuel type)	Real Price Change (Percent)	Time Interval	Elasticity of Demand	Emission Reduction (Percent)	Emission Reduction (1000 tons Carbon)
COAL 1990-1994*						
India	150,627	106	1990-1994	0.60	4	5,594
South Africa	65,267	119	1991-1994	0.60	10	6,360
PETROLEUM PRODUCTS 1990-1995*						
Brazil	41,592	122	1991-1995	0.50	10	3,959
China	105,704	221	1991-1994	0.25	15	19,541
India	44,032	102	1990-1995	0.60	1	397
Mexico	65,532	135	1990-1995	0.30	9	6,311
Saudi Arabia	33,945	150	1990-1995	0.30	12	3,933
TOTAL (without China)	404,295					26,554
TOTAL (with China)	513,002					46,125
ALL FOSSIL FUELS 1980-1990						
China**	656,825		1980-1990		22	135,000

* Long term elasticities are in the range of -0.5 to -1.0 for coal and -0.7 to -1.5 for petroleum. Following Larsen and Shaw,²⁵ more conservative estimates of elasticity were used, particularly for substantial price changes. The possibility of fuel switching adds uncertainty to these estimates.

** Carbon savings due to change in energy intensity of the economy over this time period; source²⁶

countries? Under "business as usual" projections, OECD emissions would be expected to increase from 2809 MtC in 1990 to 2922 MtC in 2000—an increase of 113 MtC. If these countries did succeed in meeting their stated objective of returning emissions to 1990 levels through actions to reduce the rate of growth of emissions, annual emissions would thus be 113 MtC lower than expected, a savings equivalent to about 4 percent of 1990 emissions.²¹ In contrast, fuel price reforms since 1990 in the six developing countries listed in Table 1 should yield savings of 46 MtC. (Because data were not available to estimate the impacts of price reform on coal use in China over this time period, the CO₂ emission savings may in fact be significantly greater than this estimate.) Although these CO₂ savings are smaller than

the commitments that OECD countries made in absolute terms, they are a larger fraction of the emissions for the specific fuel types examined in these six countries, representing 9 percent of the 1992 emission levels (Table 1).

Since OECD countries overall will fail to meet the voluntary targets for returning emissions to 1990 levels, it thus appears that developing countries may be achieving equivalent or greater CO₂ emissions savings than OECD countries in absolute terms and, since they are starting from a lower baseline, significantly greater savings as a percentage of their emissions.

All parties to the Climate Convention, including developing countries, have already committed to

"promote and cooperate in the development, application and diffusion, including transfer, of technologies, practices and processes that control, reduce, or prevent anthropogenic emissions of greenhouse gases..." In keeping with this commitment, policy changes and conservation and renewable energy programs in developing countries are leading to significant carbon emission savings. As called for in the Berlin Mandate, new actions and policy reforms in these countries should seek to further the progress already being made. Economically attractive options to increase energy efficiency in developing countries are more widespread than in the OECD countries. But given the fact that developing countries are aggressively pursuing these options while OECD countries will fail to meet



their voluntary targets one questions whether industrialized countries are leaders or laggards in mitigating climate change.²²

ABOUT THE AUTHORS

Dr. W. V. Reid is Vice President for Program at World Resources Institute, 1709 New York Ave. NW, Washington, DC 20009, USA. **Dr. J. Goldemberg** is a professor at the University of São Paulo, Av. Prof. Almeida Prado, 925, Cidade Universitária, 05508-900 São Paulo, Brazil

REFERENCES AND NOTES

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- R. Repetto and D. Austin. *The Costs of Climate Protection: A Guide for the Perplexed*. (World Resources Institute, Washington, D.C., 1997)
- 1990 emissions and 2000 projections from *Tables of Inventories of Anthropogenic Emissions and Removals in 1990 and Projected Anthropogenic Emissions in 2000* (United Nations Framework Convention on Climate Change, FCCC/SB/1996/1/Add.1, 1996), and U.S. General Accounting Office, *Global Warming: Difficulties Assessing Countries' Progress Stabilizing Emissions of Greenhouse Gases* (US GAO, RCED-96-188, September 1996). Mexico is excluded from the OECD for these calculations and data were unavailable for Turkey.
- The authors thank Tricia McGinnis and Paige Brown for research assistance, Kirk Hamilton for assistance with obtaining data on fuel prices, and Liz Cook, Paul Faeth, Tom Fox, James MacKenzie, Alan Miller, Kiliparti Ramakrishna, and Robert Repetto for comments on earlier drafts of this publication. WRI's work on international climate policy receives support from the Nathan Cummings Foundation and the U.S. Environmental Protection Agency.
- B. Larsen and A. Shah, *World Energy Subsidies and Global Carbon Emissions* (World Bank, World Development Report 1992, Background Paper No. 25, Washington, D.C., 1992)

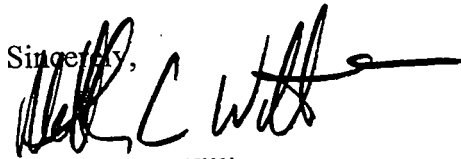


My purpose in writing is to express interest in a staff position at the White House with responsibility for climate change issues. My current work at the EPA focuses on reducing carbon emissions from energy intensive industries such as cement manufacturing. Further, my experience living and working in the People's Republic of China to enhance energy efficiency, combined with my ability to speak Mandarin, has provided valuable insight into developing country greenhouse gas mitigation efforts. With my strong background in international and domestic environmental affairs, I would be a valuable asset on the White House staff as the Conference of the Parties in Kyoto approaches and afterwards.

Along with a resume providing further detail on my experience, you will find enclosed several briefing slides and a short World Resources Institute piece buttressing the rationale for Western leadership on the climate change mitigation; I hope that you find them of interest.

I look forward to speaking with you again soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew C. Williamson', with a long horizontal flourish extending to the right.

Matthew C. Williamson

Enclosures

THE WHITE HOUSE

'97 SEP 3 PM4:03

Dear Todd —

This is someone I would
like to discuss with you. I thought
you might be able to find a use
for him in Climate Change —

Thanks —

Paul 66782

THE WHITE HOUSE
WASHINGTON

August 15, 1997

Dear Todd:

Attached is the resume of Abby Spring who worked with me on the Dukakis/Bentsen campaign in 1987 and 1988. She was a terrific asset to the campaign and impressed me with her resourcefulness, determination, and creativity.

She just finished a Master's Degree in International Public Policy at Johns Hopkins School for Advanced International Studies and contacted me last week to discuss her interest in finding a job in communications strategy. She is particularly interested in working on NATO expansion, global environmental concerns, and other foreign policy issues.

I do not know what your staffing situation is at the moment, but I highly recommend Abby if you are looking for someone with her background.

Sincerely,

A handwritten signature in black ink that reads "Jim Steinberg / mdc". The signature is written in a cursive, flowing style.

Jim Steinberg

Enclosure

Todd Stern
Assistant to the President and Staff Secretary
The White House
Washington, D.C. 20500

ABIGAIL A. SPRING
1703 21st Street, N.W. Apt. 2
Washington, D.C. 20009
202/265-8849

PROFESSIONAL EXPERIENCE

CHLOPAK, LEONARD, SCHECHTER & ASSOCIATES

Washington, D.C.
1995-1996

COMMUNICATIONS CONSULTANT. Developed a communications campaign strategy to protect the Amazon's flooded forest by increasing awareness among Brazil's media, environmental and political elite. Arranged and conducted over forty in-depth interviews in the U.S. and Brazil with representatives of: multilateral development banks, bilateral development institutions, nonprofits and state and federal government officials.

WORLD WILDLIFE FUND (WWF)

Washington, D.C.
1991-1995

SENIOR PRESS OFFICER, POLICY & PROGRAM COMMUNICATIONS. Developed and implemented communication strategies on environment and development issues for WWF throughout Europe, Latin America, and the United States. Represented WWF at the United Nations in Geneva and New York for numerous issues including: climate change, biodiversity, trade, toxics, population, and sustainable development. Coordinated media activities for U.S. Climate Action Network.

Developed and managed media campaign for the pro-NAFTA environmental coalition. Developed WWF's media strategy and coordinated international communication activities at the UN preparatory meetings leading up to the Rio Earth Summit. Managed press operations and staff for over twenty WWF national organizations. Served as WWF spokesperson during the UN Conference on Environment and Development in Rio de Janeiro.

WAGNER COMMUNICATIONS

Washington, D.C.
1991

COMMUNICATIONS CONSULTANT. Managed several media accounts including campaign for Harvard Study Team survey of public health in postwar Iraq. Successfully obtained national television news coverage including: Nightline, the Today Show, MacNeil-Lehrer, ABC and CBS Nightly News and numerous print placements including: L.A. Times, New York Times, Washington Post, Newsweek and Time magazines.

U.S. SENATE COMMITTEE ON LABOR & HUMAN RESOURCES **Senator Edward M. Kennedy, Chairman**

Washington, D.C.
1985-1987

RESEARCH ASSISTANT to the Chief Investigator. Researched and wrote memos covering a variety of labor, education, and health issues. Assisted in locating and briefing witnesses for Committee hearings.

POLITICAL EXPERIENCE

DEMOCRATIC GOVERNORS' ASSOCIATION (DGA)

CONVENTION DIRECTOR. Represented the Democratic Governors at meetings preparing for the 1996 Chicago Democratic National Convention. Managed administrative, financial and technical details of the Convention on behalf of the DGA. Developed and implemented the DGA's Convention schedule including a National Policy Forum on Children. (1996)

CLINTON/GORE FOR PRESIDENT

NATIONAL PRESS ADVANCE STAFF. Produced national and local media events for appearances by Presidential candidates Clinton and Gore. Lead press advance for Presidential Inauguration Committee. Press Lead for Arkansas Inaugural Ball. Advance school instructor, Little Rock, Arkansas. (1992&1993)

DOAK, SHRUM & ASSOCIATES

PRODUCTION MANAGER. Responsible for the production of over 30 film shoots for 14 statewide campaigns that resulted in 500 television spots. Coordinated all administrative, financial and technical details of commercial production. Handled budgets of \$100,000. Scouted locations, created shoot schedule and shot list. (1989-1991)

DUKAKIS/BENTSEN FOR PRESIDENT

NATIONAL ADVANCE STAFF. Organized over 50 national and local campaign events in 25 states.
FIELD ORGANIZER. Managed Merrimack County, New Hampshire Dukakis Headquarters. Supervised over 20 volunteer and paid campaign staff. (1987-1988)

ADDITIONAL CONSULTING

United Nations Development Programme
African Wildlife Foundation
National Democratic Institute: Media Trainer "Political Party Building" Kiev, Ukraine
U.S. Committee for Refugees
Global Warming Forum

EDUCATION

Johns Hopkins University

The Paul H. Nitze School of Advanced International Studies
Master of International Public Policy, May 1997

Boston University

College of Liberal Arts
Bachelor of Arts, History 1985

One month, University of Virginia, study tour of the Soviet Union (1985)
Semester, International Institute, Madrid, Spain (1984)

Working Knowledge of Spanish

THE WHITE HOUSE
WASHINGTON

Todd-

1978 JUN 14 PM 2:25

Sharp lady, in the market for
a job. I just met here - says
she knows Nicholas well.

Jared S.

ABIGAIL A. SPRING
1703 21st Street, N.W. Apt. 2
Washington, D.C. 20009
202/265-8649

PROFESSIONAL EXPERIENCE

CHLOPAK, LEONARD, SCHECHTER & ASSOCIATES

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1995-1996

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Washington, D.C.
1991

COMMUNICATIONS CONSULTANT. Managed several media accounts including campaign for Harvard Study Team survey of public health in postwar Iraq. Successfully obtained national television news coverage including: Nightline, the Today Show, MacNeil-Lehrer, ABC and CBS Nightly News and numerous print placements including: L.A. Times, New York Times, Washington Post, Newsweek and Time magazines.

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African Wildlife Foundation

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U.S. Committee for Refugees

Global Warming Forum

EDUCATION

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The Paul H. Nitze School of Advanced International Studies

Master of International Public Policy, May 1997

Boston University

College of Liberal Arts

Bachelor of Arts, History 1985

One month, University of Virginia, study tour of the Soviet Union (1985)

Semester, International Institute, Madrid, Spain (1984)

Working Knowledge of Spanish

FASCIMILIE COVER SHEET

DATE 7-10-97
TO: Todd Stern
FROM: Janice Enright
TEL: _____
FAX: 456-2215

FROM: _____

Tel: _____

FAX: _____

Pages including cover 3

10 July 1997

MEMORANDUM TO

TODD STERN (by fax to 456-2215)

FROM

JANICE ENRIGHT *JE*

RE

STAFFING YOUR PROJECT

Following up on our conversation of yesterday, I reviewed my Summit file of detailees from the various departments and agencies. I am listing those individuals who I believe would be an asset on the team you are assembling. I do not know exactly you are looking for, but, given the diverse nature of the Summit, and the ability of the following individuals to manage responsibilities, I would recommend any of them without reservation.

My advice to you is, if you are interested in any of these individuals, to work through Kris Balderston (6-2572). He worked hand in hand with me on the recruitment of the some 60 detailees we had.

- OK,
Terry*
1. Natalie Wymer – Labor (excellent)
 2. Peter Hamm – Interior (excellent)
 3. Melvin Whitfield – HHS (terrific, works in the Exec. Sec. for Donna)
 4. Erin O'Connor – Peace Corps (former WH leg affairs). Terrific. Multi purpose and talented. Can do any job you give her.
 5. Steven Okun – DOT. Very capable worker. Works for Nancy McFadden.
 6. Andrew Browning – Energy. I was very impressed with him
 7. ~~Jennifer Brown – ONDCP. Very capable.~~
 8. Anne Bushman – DOL. Extraordinarily talented. Very enthusiastic and willing to dig in.

Also enclosed is the resume of Jonathan Adashek. I hope you will find a few minutes to chat with him.

Please call me (887-6726) if you want to discuss any of the above, or need additional information.

Good luck!

*Peg Vuthers
over*

Bob Van Hoven

Sen. Conrad

JONATHAN H. ADASHEK
 2123 N STREET, NW
 WASHINGTON, D.C. 20037
 (202) 293-2592 (H) (202) 974-9651 (W)

EXPERIENCE

Denver Summit of the Eight (formerly the G-7)

Special Assistant to Director of Summit Affairs, Harold Ickes

- Managed and coordinated the flow of all incoming and outgoing correspondence of the Executive Office
- Managed daily schedules of the Director of Summit Affairs and the Deputy to the Director which included interdepartmental and intergovernmental meetings, conference calls, press availabilities TV, print and radio interviews, and meetings with representatives of foreign delegations
- Served as liaison to the White House, State Department, Treasury Department, all foreign delegations, State of Colorado and City of Denver to expedite information and communication between and among the entities
- Managed high priority projects for the Director, including developing and implementing the overall strategy for the guest list for the Presidential Box for "Saturday Night at the Summit" entertainment and the compilation and editing of the exit memo for the White House and State Department
- Briefed the Director on meetings, appointments, staffing and budget issues, daily operational facts and other priority issues

2/97-Present
 Washington D.C.
 Denver, CO

Presidential Inaugural Committee

Associate Director - Office of the First Family

- Provided logistical support and services to the family and friends of the First Family
- Provided strategic trouble shooting to all members of the First Family and friends for all Inaugural events
- Created and maintained database which coordinated the daily movement of the some 1200 friends and family of the First Family

11/96-1/97
 Washington D.C.

Wisconsin State Coordinated Campaign

Special Assistant to the Director of Finance

- Executed statewide fundraising plan which raised over one million dollars
- Managed over 50 debate watch fundraising parties statewide with state party leadership
- Supervised weekly statewide telemarketing program involving 27 staff and volunteers
- Planned and advanced functions involving Vice President Gore, First Lady Hillary Clinton, Mrs. Gore, Cabinet Secretaries and members of Congress

9/96-11/96
 Madison, WI

Mendota Financial Company LLC

Deputy Director of New Market Research

- Researched prospective clients for international trade projects in Southeast Asia
- Developed contacts with potential clients throughout the United States
- Created and maintained comprehensive nationwide client database for over 100 companies

3/94-6/96
 Milwaukee, WI

Camp Interlaken JCC

Assistant Camp Director, Activities and Facility Operations Director, Activities Director, Waterfront Director

- Supervised Activities and Assistant Activities Directors and coordinated their daily schedules
- Responsible for daily supervision and training of 75 staff members
- Coordinated placement and daily schedules of 450 campers
- Supervised process of obtaining bids and purchasing for camp operation and special projects totaling more than \$100,000

1989-1996
 Eagle River, WI
 (Seasonal)

EDUCATION

University of Wisconsin, Milwaukee, WI

- B.A. Political Science, December 1995
- History Minor

NICHOLAS P. LAPHAM

1615 Q Street, NW Apt. 1203
Washington, DC 20009
(202) 667-2954
nplap@aol.com

2201 C Street, NW
Washington, DC 20520
(202) 647-3486
nlapam@state.gov

EXPERIENCE

U.S. Department of State, Washington, DC

4/96-Present

Special Assistant to the Assistant Secretary for Oceans and International Environmental and Scientific Affairs: policy analyst, speechwriter, and public affairs coordinator. Advise the Assistant Secretary on a range of issues relevant to the Bureau's jurisdiction. Develop, research, and draft all manner of public statements, including speeches, articles, op-eds, Congressional testimony, and press releases. Serve as a principal point of contact for constituencies with an interest in the Bureau's work, including the media, environmental organizations, and industry.

Natural Resources Defense Council, Washington, DC

1/92-3/96

Conservation Associate, Public Lands Program: policy analyst, advocate, and spokesperson. Represented the Alaska Rainforest Campaign, a coalition of Alaskan and national conservation groups, before Congress and the Administration and with national media. Assisted in development of NRDC's agenda for reforming management of federal multiple use lands.

Center for Humanities and Environment, Jackson, WY

6/91-9/92, Summer 1990

Programs Coordinator, The Wolf Fund Project: policy analyst and spokesperson for small organization dedicated to the reintroduction of the gray wolf to Yellowstone National Park. Coordinated outreach activities, working closely with other conservation groups, ranchers, and U.S. government agencies. Handled communications responsibilities, including editing annual publication, drafting and delivering lectures, and writing letters-to-the-editor. Assisted in day-to-day office management.

National Fish and Wildlife Foundation, Washington, DC

Summer 1989

Intern: researched and wrote grant proposals; worked with Director of Programs on various projects, including development of an annual Assessment relating to the budget needs of the six federal agencies with major natural resource responsibilities.

Center for Marine Conservation, Washington, DC

Summer 1988

Research assistant: researched and helped draft a report on international trade in endangered marine species.

International Student Research, Galápagos Islands, Ecuador

Summer 1986

Field researcher: collected data for the Charles Darwin Research Station; projects included censusing local bird populations, analyzing sea water samples, and assessing the impact of tourist trails on indigenous wildlife.

EDUCATION

Yale University, New Haven, CT

B.A.: May 1991

Majored in History with emphasis on the American West. Senior thesis chronicled the federal government's predator control policies and practices on western public lands.

SKILLS

Excellent written and oral communication skills; ability to work effectively with others; familiarity with a wide range of conservation issues; proficiency in Microsoft Word and Word Perfect.

ERIC C. ANDRUS

July 16, 1997

Rahm Emanuel
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Rahm:

Thank you for your offer to forward my resume (attached) for the Climate Change press job and to find out more about the opening in McCurry's office.

I will call you on Monday to determine my next steps.

Thanks again for your help.

- ERIC

2901 Boston Street #606 • Baltimore, MD 21224 • 410/342-8347

ERIC C. ANDRUS

2901 Boston Street #606 • Baltimore, MD 21224
O: 202/514-8080 H: 410/342-8347

EXPERIENCE

U. S. DEPT. OF JUSTICE - IMMIGRATION AND NATURALIZATION SERVICE (INS), Washington, DC
Director of Media Services, 1995 - Present

Chief media strategist and spokesperson for \$3 billion federal agency responsible for developing national immigration policy and enforcing U. S. immigration law.

- Manage day-to-day operations of an active 17-person press office;
- Serve as communications liaison to White House on immigration issues;
- Advise Attorney General and INS Commissioner on public affairs policy; and
- Maintain productive working relationships with journalists representing national electronic and print media.

GLENDENING FOR (MARYLAND) GOVERNOR / GLENDENING TRANSITION COMMITTEE
Communications Director, 1994 / Transition Committee Spokesperson, Winter 1995

Director of press and message formulation efforts for successful gubernatorial campaign.

- Served as chief media strategist and spokesperson for campaign through inauguration;
- Supervised press, research and issues staff and operations; and
- Managed press relations and media logistics for campaign and inaugural events.

U. S. INFORMATION AGENCY (USIA) - NEW YORK FOREIGN PRESS CENTER, New York, NY
Managing Director, 1993-94

Manager of USIA office which assists foreign journalists in their coverage of the U. S.

- Improved productivity of eight-member staff in the creation and delivery of programs and services to 1,100 foreign correspondents from 70 countries;
- Fostered greater understanding of administration policies and U. S. institutions through briefings with senior administration officials and leading newsmakers; and
- Increased one-on-one outreach to foreign journalists.

GETO & DE MILLY, INC., New York, NY
Account Executive, 1991-93

Media relations strategist for public relations firm specializing in government relations.

- Devised and implemented successful public relations strategies for a variety of corporate, trade and not-for-profit clients;
- Placed coverage in prominent national and local media, including The New York Times and The Wall Street Journal; and
- Planned and executed effective news conferences and events, including a fashion show and news conference with leading designers during the 1992 Democratic National Convention.

OPERATION WELCOME HOME-NYC COMMISSION, New York, NY

Director of Media Relations, 1991

Chief media strategist and spokesperson for events to honor Persian Gulf veterans.

- Managed national and international press relations, including arranging live broadcast of New York's largest ticker-tape parade to six continents; and
- Directed efforts of public relations and advertising consultants and negotiated media sponsorships.

BELLAMY FOR NEW YORK STATE COMPTROLLER, New York, NY

Press Secretary, 1990

Manager of state-wide campaign press relations and campaign spokesperson.

- Planned and implemented active media strategy, including candidate preparation; and
- Conducted editorial board outreach effort.

NEW YORK CITY OFFICE OF BUSINESS DEVELOPMENT, New York, NY

Public Affairs Director, 1988-90

Media strategist and spokesperson for \$12 million economic development agency.

- Conducted media placement to support agency's legislative objectives and promote assistance programs; and
- Managed press relations for city's successful campaign to win 1992 Democratic convention.

SIMON FOR PRESIDENT, IA, NH, MN and WS

Press Secretary, 1988

Managed press relations for national campaign in four states.

BIDEN FOR PRESIDENT, Manchester, NH

Press Secretary, 1987

Directed state-wide press operations and served as campaign spokesperson.

FINANCIAL SERVICES CORPORATION OF NEW YORK CITY

Assistant Director of Communications, 1985-87

Placed media coverage of agency programs; and planned Mayoral press events.

NBC NETWORK RADIO NEWS, New York, NY

Desk Assistant, 1985

Wrote news summaries for broadcast to affiliate stations and assisted news producer.

JOHN GLENN FOR PRESIDENT, Des Moines, IA

Assistant Press Secretary, 1984

EDUCATION

B.S., *cum laude*, Mass Communication, Emerson College, 1983

Design
Sanderson

Climate Change Team

Outreach (business, labor, enviros)

- Dirk Forrister
- Steve Seidel

Cabinet Affairs

- Kris Balderston
- David Beaubaire

Outside Surrogates

- [Bibb Hubbard/Kerry Wofford]
Don Tate

Press/media affairs

- Joe Lockhart
- [Natalie Wymer]
- [Julie Green]

Intergovernmental

- [Fred Duval]

Congressional

- [Tom Peterson] *Don Tate / Lizzy Wymer / Cassie Stevens / Lizzy / 12+ meetings*

Events/Conferences

- Beth Viola
- [Bibb Hubbard/Kerry Wofford]

Talking Points/fact sheets/Q&A, etc.

- Jeff Smith
- Judi Greenwald
- Steve Seidel

TDS assistant

- Kerry Wofford

Communications

- Jeff Smith

Outside brain trust

Tony Podesta
Leslie Dach
Peter Knight
Steve Ricchetti

Peter O'Keefe

Other Agency people

AJ
DOL
DOT
State
HHS
HHS

USTR- press sec'y
Tony

Interview
under 10/10/10

Research

Cabinet
Policy

Recent Outreach

Communicating w/ Team

CARRI

Sid Blumenthal

Cabinet brain trust

Bob Boorstin (communications)

• Jeffrey Hunker (all around)

David Lane

Elgie Holstein

Stephanie Swersky (White House Conference)

[Loretta Ucelli]

+ Room

- mths v1 per u3

- staff

- cong'l

- Press

- RR

- Surrogates

(Sylvia)

CLIMATE CHANGE MEETING*July 14, 1997*

<u>NAME</u>	<u>AGENCY</u>	<u>PHONE</u>	<u>FAX</u>
Kris Balderston	White House Cabinet	456-2572	456-2525
David Gardiner	EPA	260-4332	260-0275
Peter O'Keefe	White House Public Liason	456-7702	456-6218
T.J. Glanthier	OMB	395-4561	395-4639
Charlie Rawls	USDA	720-6158	720-5437
Burgess Laird	U.S. Mission to U.N.	736-7583	736-7551
Shelley Fidler	CEQ	456-6224	456-2710
Dirk Forrister	Task Force	343-1060	343-1162
Ted Mastroianni	Labor	219-8274	219-7659
Jeffrey Hunker	Commerce	482-6055	482-4636
Bob Boorstin	Treasury	622-0486	622-9373
Brooke Shearer	DOI	208-3724	208-1873
Elgie Holstein	DOE	586-6210	586-7644
Sherri Goodman	DOD	703-655-6639	703-697-7011
Todd Stern	White House Staff Secretary	456-2702	456-2215
Frank Kruesi	Transportation	366-4544	366-7127

NATALIE WYMER

2577 Davidsonville Road
Gambrills, MD 21054

202/219-8271 W
410/721-1180 H

EXPERIENCE:

COLORADO PRESS SECRETARY

1997

Developed and implemented intensive two-month statewide communications plan for the annual economic summit of leaders from the U.S., Canada, France, Germany, Italy, Japan, Russia, the United Kingdom and the European Union. Served as the Summit spokesperson to 500 Colorado-credentialed media.

DENVER SUMMIT OF THE EIGHT

U.S. DEPARTMENT OF STATE

DEPUTY CHIEF OF STAFF

1996 - 1997

Developed Labor Secretary Robert B. Reich's strategic travel schedule. Decided purpose, message, location and timing for each trip. Created media plans. Coordinated event and press briefings. Served as traveling press secretary as well as staff liaison for all domestic and international trips.

OFFICE OF THE SECRETARY

U.S. DEPARTMENT OF LABOR

Managed all personnel matters in the Chief of Staff's office, including performance reviews, promotions, work assignments and hiring. Responsible for six-person scheduling and advance office. Approved Secretary's daily schedule.

COMMUNICATIONS DIRECTOR

1995

Developed an overall message strategy to highlight the Maryland Governor's economic development, public safety and education initiatives.

GOVERNOR PARRIS N. GLENDENING

SPECIAL ASSISTANT

1993 - 1995

Responsible for the strategic planning and day-to-day media activities for various Clinton/Gore Administration priorities, including education and job training, welfare reform and School to Work apprenticeships.

OFFICE OF PUBLIC AFFAIRS

U.S. DEPARTMENT OF LABOR

Placed print and broadcast stories in traditional and specialty media outlets, including *USA Today*, *The New York Times*, NBC Nightly News, *Parade* magazine and MTV. Contributed to CBS prime-time special on the middle class.

**EXECUTIVE ASSISTANT TO
ATTORNEY GENERAL LEE FISHER**

1991 - 1993

Responsible for the daily management and coordination of the Attorney General's activities. Served as the liaison between the Attorney General and staff in areas of policy, scheduling, program development, personnel and press.

OFFICE OF THE OHIO ATTORNEY GENERAL

PUBLIC INFORMATION OFFICER

1984 -1990

Pursued and organized successful media events from initial contact to post-event publicity for Ohio Governor Richard F. Celeste, the Lieutenant Governor and the Development Department Director. This included structuring their time, creating an event agenda, writing remarks and preparing background briefings and press releases. Occasionally staffed the Governor or Director.

OHIO DEPARTMENT OF DEVELOPMENT

EDUCATION:

The Ohio State University, Fall 1980 - Winter 1983
Otterbein College, Fall 1979 - Spring 1980

NATALIE WYMER

REFERENCES:

Beverly Barnes
Senior Advisor to the Chief of Staff
202/456-7451

Maria Echaveste
Assistant to the President and
Director of Public Liaison
202/456-2866

Lee Fisher
Former Ohio Attorney General
216/621-0150 or 216/241-1775

Harold Ickes
Ickes and Enright
202/887-6726

Kiki Moore
The Dewey Square Group
202/638-5616

Robert B. Reich
Former Labor Secretary
617/661-2523

JENNIFER BROWN
414 4th Street, NE
Washington, DC 20002
202/546-4337
Email: BROWN_J@A1.EOP.GOV

PROFESSIONAL EXPERIENCE

The White House

Office of National Drug Control Policy

4/96- Present

Special Assistant to the Chief of Staff: Act on behalf of Chief of Staff and provide direction to all division heads for implementation of ONDCP objectives. Liaison with relevant White House, agency and congressional offices. Develop policy options, plan and carryout special projects, including preparation for congressional hearings and Cabinet meetings. Write and edit memos, letters and talking points for the Director of ONDCP. Comprehensive understanding of all aspects of national drug control policy. Clearance: Top Secret

Overseas Private Investment Corporation

Insurance Department

5/94-8/94

Associate: Created economic and political country risk profiles. Prepared and presented reports on developing industries in African and East Asian countries. Drafted contract amendments. Conducted research on underwriting issues and select topics in international investment. Initiated contact with experts at various federal agencies and private institutions to obtain latest trends-analysis on emerging issues. Assembled facts, analyzed data, interpreted documents and compiled country files.

American International Group

International and Corporate Affairs

1/94-5/94

Research Assistant: Compiled and synthesized information to enable risk assessment of expanding Latin American markets. Monitored political, economic, and financial news, using Lexis-Nexis, EIU reports, congressional testimony, chamber of commerce reports and other business publications. Monitored the legislation in Washington, DC to determine long- and short-term effects on company's international initiatives.

Department of Housing and Urban Development

Office of the Secretary

8/93-8/94

Scheduler: Coordinated all national appearances for Secretary Cisneros, including all logistical arrangements and preparation of briefing materials. Advised Cabinet Secretary on issues pertaining to out-of-town events and meetings. Worked closely with the Secretary and senior staff to coordinate efforts with the White House, congressional offices and national organizations. Maintained broad knowledge of HUD programs and procedures and practices. Served as point of contact in coordinating and developing travel plans for Secretary's speaking engagements/events.

Burson Marsteller

Advocacy Communications Team

4/93-7/93

Consultant: Recruited, educated and mobilized grassroots networks and coalitions to advocate for specific legislation. Identified key groups and individuals who had personal and political relationships with members of Congress to advocate client positions. Coordinated coalition members' participation in local talk shows, editorial board meetings, letters-to-the-editor and opinion polls to publicize client concerns.

United States Senate

Office of Senator Herb Kohl

7/90-5/92

Staff Assistant: Wrote and edited Senator's correspondence on issues pertaining to health care, defense and the environment. Researched legislation, monitored Congress and attended hearings. Managed front office and constituent operations. Assisted press secretary in relaying news stories to the media.

EDUCATION

Columbia University, School of International and Public Affairs, New York, NY
Master of Public Administration, February, 1996
Fellowship recipient, 1995

University of Wisconsin-Madison, B.A., 1989
Majors: Political Science, History and International Relations
University of Toulouse, School for International Training, France, 1988

CAMPAIGN RELATED EXPERIENCE

Clinton/Gore '96 2-3/96 and 10-11/96
National Advance Staff: Performed advance for the President and the First Lady. Supervised on-site logistical arrangements prior to principal's arrival, including finalizing selection of site, budget formulation, and coordination and payment of staging, sound, and lighting vendors. Acted as liaison between White House Staff, White House Communications Agency and Secret Service to ensure successful event.

Democratic National Convention '96
DNC Finance 8/96
Volunteer Coordinator: Managed team of volunteers in assisting VIPs and major contributors inside the Convention Hall.

Presidential Inaugural Committee 11/92-3/93
Transportation Coordinator: Managed and supervised acquisition, use and return of 700 vehicles. Recruited, instructed and directed over 300 drivers. Acted as liaison between Inaugural motorpool and the military coordinating counterparts. Coordinated transportation and motorcades for VIPs, elected officials and the President's family.

Bob Abrams for U.S. Senate 10/92-11/92
Scheduler: Arranged for candidate's daily appearances and travel. Performed advance and assisted in planning itineraries. Contacted elected officials to be surrogate speakers and briefed surrogate speakers on Abrams' positions.

Clinton/Gore '92 7/92-9/92
National Advance Staff: Advanced Presidential and Vice Presidential candidates' appearances. Set up sites and promoted events. Acted as liaison between the campaign, local elected officials and vendors. Assisted national and local press to assure maximum coverage at event sites. Supervised volunteers at various sites to facilitate smooth functioning of events.

Democratic National Committee
DNC Radio Project 8/92-9/92
Production Assistant: Covered press conferences on Capitol Hill and set up interviews with members of Congress. Produced and edited national radio news stories to promote Clinton.

Peter Hart Research 8/92-10/92
Researcher: Conducted research for political pollster to determine make-up of focus groups. Prepared focus group tapes for analysis of congressional races.

SKILLS AND INTERESTS

Fully proficient in DOS- and Windows-based programs including: Word, WordPerfect, Lotus 1-2-3, Excel, SPSS. Proficient in French. Sailing (Nationally ranked in 1986). U.S. Women's Dragon Boat Team (Competed at the 1994 National Championships).

JONATHAN H. ADASHEK
2123 N STREET, NW
WASHINGTON, D.C. 20037
(202) 293-2592 (H) (202) 974-9651 (W)

EXPERIENCE

Denver Summit of the Eight (formerly the G-7)

Special Assistant to the Director of Summit Affairs

- Managed high priority projects for the Director, including developing and implementing the overall strategy for the guest list for the Presidential Box for "Saturday Night at the Summit" entertainment and the compilation and editing of the exit memo for the White House and State Department
 - Served as liaison to the White House, State Department, Treasury Department, all foreign delegations, State of Colorado, City of Denver and the Denver Host Committee to expedite information and communication between and among the entities
 - Briefed the Director on meetings, appointments, staffing and budget issues, daily operational facts and other priority issues
 - Managed and coordinated the flow of all incoming and outgoing correspondence of the Executive Office
 - Developed and managed the daily schedules of the Director of Summit Affairs and the Deputy to the Director which included internal and intergovernmental meetings, conference calls, TV, print and radio interviews, and meetings with representatives of all foreign delegations
- 2/97-Present
Washington D.C.
Denver, CO

Presidential Inaugural Committee

Associate Director - Office of the First Family

- Provided logistical support and services to the First Family's family and friends
 - Provided strategic trouble shooting to all family and friends of the First Family for all Inaugural events
 - Created and maintained database which coordinated the daily movement of the some 1200 friends and family of the First Family
- 11/96-1/97
Washington D.C.

Wisconsin State Coordinated Campaign

Special Assistant to the Director of Finance

- Executed statewide fundraising plan which raised over one million dollars
 - Managed over 50 debate watch fundraising parties statewide with state party leadership
 - Supervised weekly statewide telemarketing program involving 27 staff and volunteers
 - Planned and advanced functions involving the Vice President, First Lady, Mrs. Gore, Cabinet Secretaries and members of Congress
- 9/96-11/96
Madison, WI

Mendota Financial Company LLC

Deputy Director of New Market Research

- Researched prospective clients for international trade projects in Southeast Asia
 - Developed contacts with potential clients throughout the United States
 - Created and maintained comprehensive nationwide client database for over 100 companies
- 3/94-6/96
Milwaukee, WI

Camp Interlaken JCC

Assistant Camp Director, Activities and Facility Operations Director, Activities Director, Waterfront Director

- Supervised Activities and Assistant Activities Directors and coordinated their daily schedules
 - Responsible for daily supervision and training of 75 staff members
 - Coordinated placement and daily schedules of 450 campers
 - Supervised process of obtaining bids and purchasing for camp operation and special projects totaling more than \$100,000
- 1989-1996
Eagle River, WI
(Seasonal)

EDUCATION

University of Wisconsin, Milwaukee, WI

B.A. Political Science, December 1995

History Minor

JONATHAN H. ADASHEK
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REFERENCES

The Honorable Harold Ickes
Former Deputy Chief of Staff
Strategic Consultant

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Washington, D.C. 20036

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Carmel Valley, CA 93924

Ms. Deborah Willhite
Executive Director

1001 G Street, NW
Suite 900 East
Washington, D.C. 20001
(202) 347-7501

Ms. Teresa Vilmain
Political Consultant

1984 Oakwood View Drive
Verona, WI 53593
(608) 832-4813

Mr. Richard Gottlieb
President and CEO
Lee Enterprises

215 N. Main Street
Davenport, IA 52801
(319) 383-2121

BOZELL SAWYER MILLER GROUP
Communications Management

FAX

PLEASE DELIVER TO: John Podesta

COMPANY:

FAX NUMBER: 456-1907

SENT BY: Jon Haber

DATE: 7/10/97

NUMBER OF PAGES
INCLUDING COVER SHEET: 2

IF THERE IS A PROBLEM WITH THIS FAX
PLEASE CONTACT: (202) 739-0200

COMMENTS:

1501 M Street NW Suite 600 Washington DC 200051710 202 739-0200 Fax 202-859-8287

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MEMORANDUM

July 10, 1997

TO: John Podesta

FROM: Jon Haber (w:202/739-0200; h:202/362-5787)

RE: Global Climate Change

At Tamara's party you mentioned that you might need help on global climate change. I'm interested. Please call if you still need help.

Todd
Stern

Why don't you call him
John