

THE WHITE HOUSE
WASHINGTON

January 14, 2001

MEMORANDUM FOR RECORDS MANAGEMENT

FROM: LISEL LOY
STAFF SECRETARY

SUBJECT: Contents of box

This box sent to Records Management on 1/13/01 includes the following files

- Clinton Administration Issue Briefs
- Southern Regional Economic Conference: The Book of the President and the Vice President of the United States, March 29, 1995
- Economic Conference of the President and Vice President: Briefing Papers on Select Administration Policies
- Affirmative Action Briefing Book, March 17, 1995
- Presidential Veto Analysis

Enclosures filed in
Oversize Attachments #

22090
19488

Pres Rec.



DEPARTMENT OF THE TREASURY
WASHINGTON

94 FEB 23 P4:51
February 23, 1994

Mr. John Podesta
Assistant to the President
and Staff Secretary
The White House
Washington, DC 20500

Dear John:

Roger Martin and I spent quite a bit of time
on the enclosed. I thought you might find
something useful.

Please call me at 622-0027 if you have any
questions.

Sincerely,

Edward S. Knight
Executive Secretary and
Senior Advisor to the
Secretary

Enclosure

*Hope this does not
clutter up your in box.
Ed.*

EXECUTIVE SECRETARIAT PROCEDURES MANUAL



JANUARY 1994

<u>Name</u>	<u>Title/Responsibility</u>	<u>Room</u>	<u>Phone</u>
Edward S. Knight	Executive Secretary and Senior Advisor to the Secretary	3408	622-0027
June Gayle Turner	Review Analyst and Scheduling Coordinator	3408	622-0027

Review Unit:

Roger Martin	Deputy Executive Secretary	3413	622-0064
Bernetta Davis	Staff Analyst	3413	622-0066
Sarah Fordney	Special Assistant to the Executive Secretary	3413	622-0042

Correspondence Unit:

La-Una (Cookie) Kennedy	Director, Corresp. Unit	3419	622-1700
JoAnn Huffman	Review Analyst	3419	622-1700
Norma Rodriguez	Review Analyst	3419	622-1700
Pam Brown	Review Assistant	3419	622-1700
Mae Simon	Correspondence Reviewer	3414	622-0031

**EXECUTIVE SECRETARIAT
INFORMATION CARD**

MAIN OFFICE (202) 622-1700
FAX (202) 622-0073

ROOM 3419 HOURS OF OPERATION
7:30 AM TO 7:00 PM

**ED KNIGHT - EXECUTIVE SECRETARY
and SENIOR ADVISOR TO SECRETARY**

OFFICE (202) 622-0027 FAX (202) 622-0073
HOME (301) 654-0245 FAX (301) 654-4639

JUNE GAYLE TURNER - ASSISTANT

ROGER MARTIN - (202) 622-0064

SARAH FORDNEY - (202) 622-0042

BERNETTA DAVIS - (202) 622-0066

LA-UNA (Cooke) KENNEDY - (202) 622-1700

WATCH OFFICE FAX (202) 622-1829 UNCLASSIFIED
(202) 622-1825 FAX (202) 622-1851 SECURE
ROOM 2441 24 Hours-7 Days a Week

● USE RED DOT TO INDICATE RUSH DELIVERY

WORDPERFECT MACROS

In cooperation with the Automated Systems Division, the Office of the Executive Secretary has developed WordPerfect macros to ease the preparation of documents for the Secretary and the Deputy Secretary. The macros automatically set up your documents in the proper format, saving you a great deal of time and trouble.

Instructions for these macros (both the Windows and the DOS versions) are attached. Please call Marlene Smith (622-2823) to have these macros installed.

If you already have the macros, chances are they are the old version and you should call Marlene to have an update installed.

Attachments

EXECUTIVE SECRETARIAT MACROS FOR WINDOWS

Briefing	Briefing - o Foreign - o Public Events - o Congressional and others
Correspo	Action Memorandum: Correspondence
Cover	Cover Memorandum: Regulations
Deputy	Correspondence: Letter from Deputy Secretary
Envelope	Envelope for Letter from Deputy\Secretary
House	Transmittal Memo for White House Referrals
Inform	Information Memorandum
Letter	Correspondence: Letter from Secretary (Bentsen)
Overview	Overview
Points	Talking Points Card (10 cpi Font)
Policy	Action Memorandum: Policy Decision
Recommen	Recommended Telephone Call
Speech	Speech Card (18pt Font)
Talking	Talking Points for Foreign form
Weekly	Weekly Report

BRIEFING MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**briefing.wcm**".
- ▶ Look at the **dialog** box that will appear on the screen.
 - . Click on **Foreign** for Foreign briefing; Click on **OK**.
 - . Click on **Public Events** for Public Events briefing; Click on **OK**.
 - . Click on **Congressional** for Congressional and all other types of briefings; Click on **OK**.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

CORRESPO MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**correspo.wcm**".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

COVER MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**cover.wcm**".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

DEPUTY MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**deputy.wcm**".
- ▶ A dialog box will prompt you for the following information:
Type the name for the address and press the **ENTER** key.
Type the title for the address and press the **ENTER** key.
Note: If you want to leave the title field blank, press the **ENTER** key.
Type the company for the address and press the **ENTER** key.
Note: If you want to leave the company field blank, press the **ENTER** key.
Type the street address and press the **ENTER** key.
Type the city, state, zip code and press the **ENTER** key.
- ▶ Enter the name information and press the F9 function key.
- ▶ Type the body of the letter and press the F9 function key.
- ▶ If you need to modify the text, wait until you have completed the entire form.
Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the F9 function key, if you want to exit a macro before completion.

ENVELOPE MACRO

- ▶ Play this macro after you have completed the Deputy Correspondence Letter or Secretary Correspondence Letter.
- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "envelope.wcm".
- ▶ The complete recipient's address will be copied to Page 2.
You can print the address to a 9.5"x4" envelope.
- ▶ **Important:** Press the CTRL+BREAK keys followed by the F9 function key, if you want to exit a macro before completion.

HOUSE MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "house.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

INFORM MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**inform.wcm**".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

LETTER MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "letter.wcm".
- ▶ A dialog box will prompt you for the following information:
Type the name for the address and press the **ENTER** key.
Type the title for the address and press the **ENTER** key.
Note: If you want to leave the title field blank, press the **ENTER** key.
Type the company for the address and press the **ENTER** key.
Note: If you want to leave the company field blank, press the **ENTER** key.
Type the street address and press the **ENTER** key.
Type the city, state, zip code and press the **ENTER** key.
- ▶ Enter the name information and press the F9 function key.
- ▶ Type the body of the letter and press the F9 function key.
- ▶ If you need to modify the text, wait until you have completed the entire form.
Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the F9 function key, if you want to exit a macro before completion.

OVERVIEW MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "overview.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

POINTS MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "points.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

POLICY MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "policy.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

RECOMMEN MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**recommen.wcm**".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

SPEECH MACRO

- ▶ Press the **HOME HOME HOME ↑** keys to place the cursor at the beginning of the file to convert the text into the **18pt** Speech card format.
- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "**speech.wcm**".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ Remember that cards will need to be cut down to 8" x 4.5" dimensions.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

TALKING MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "talking.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

WEEKLY MACRO

- ▶ Click on the Macro menu option.
- ▶ Click on the Play menu option.
- ▶ Double click in rapid succession on "weekly.wcm".
- ▶ Look at the **message** box that will appear on the bottom of the screen. The message box will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. **DO NOT** press the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any WordPerfect file. If necessary, save the file.
- ▶ **Important:** Press the **CRTL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

EXECUTIVE SECRETARIAT MACROS FOR DOS

ALT+A	Action Memorandum: Correspondence
ALT+B	Briefing (1) Foreign Officials (2) Congressional, Public Affairs, Business, and other meetings (3) Public Affairs Events
ALT+C	Cover Memorandum: Regulations
ALT+D	Correspondence: Letter from Deputy Secretary
ALT+E	Envelope
ALT+H	Transmittal Memo for White House Referrals
ALT+I	Information Memorandum
ALT+K	Talking Points Card
ALT+L	Correspondence: Letter from Secretary (Lloyd Bentsen)
ALT+O	Overview
ALT+P	Action Memorandum: Policy Decision
ALT+R	Recommended telephone
ALT+S	Speech Card
ALT+T	Talking Points for Foreign
ALT+W	Weekly Report

ALT+A - Action Memorandum for Correspondence

- ▶ Press the **ALT+A** keys to start the Action Memorandum for Correspondence macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the Hard Return.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+B - Briefing Memorandum

- ▶ Press the **ALT+B** keys to start the Briefing Memorandum macro.
- ▶ The following menu will appear:
 - F** - Foreign
 - P** - Public Affairs Events
 - C** - Congressional, Public Affairs, Business and others
- ▶ Press **F** for Foreign briefing
Press **P** for Public Affairs Events
Press **C** for Congressional, Public Affairs, Business and others
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the Hard Return.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+C - Cover Memorandum (Regulations)

- ▶ Press the **ALT+C** keys to start the Cover Memorandum - Regulations macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+D - Correspondence Letter from Deputy Secretary

- ▶ Press the **ALT+D** keys to start the Correspondence letter from Deputy Secretary macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the Hard Return.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+E - ENVELOPE MACRO

- ▶ Play this macro after you have completed the Deputy Correspondence Letter or Secretary Correspondence Letter.
- ▶ Press the **ALT+E** keys to start the Envelope macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ The complete recipient's address will be copied to Page 2. You can print the address to a 9.5"x4" envelope.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the F9 function key, if you want to exit a macro before completion.

ALT+H - White House Referrals

- ▶ Press the **ALT+H** keys to start the White House Referrals letter macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+I - Information Memorandum

- ▶ Press the **ALT+I** keys to start the Information Memorandum macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+K - Talking Points Card

- ▶ Press the **HOME HOME HOME ↑** keys to place the cursor at the very beginning of the file. The font has been set to **10cpi**.
- ▶ Press the **ALT+K** keys to start the Talking Points Card macro.
- ▶ Type the text that is to be printed on the 8" x 4.5" card and press the F9 function key. Automatic pagination has been set for each card.
- ▶ Remember that cards will need to be cut down to 8" x 4.5" dimensions.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the F9 function key, if you want to exit a macro before completion.

ALT+L - Correspondence Letter from the Secretary

- ▶ Press the **ALT+L** keys to start the Correspondence Letter from the Secretary macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+O - Overview

- ▶ Press the **ALT+O** keys to start the Overview macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+P - Action Policy Decision

- ▶ Press the **ALT+P** keys to start the Action Policy Decision macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+R - Recommended Telephone Call

- ▶ Press the **ALT+R** keys to start the Recommended Telephone Call macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+S - Speech Card

- ▶ Press the **HOME HOME HOME ↑** keys to place the cursor at the beginning of the file to convert the text into the 18pt Speech card format. Automatic pagination has been set for each card.
- ▶ Press the **ALT+S** keys to start the Speech Card macro.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the F9 function key, if you want to exit a macro before completion.

ALT+T - Talking Points for Foreign

- ▶ Press the **ALT+T** keys to start the Talking Points for Foreign macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

ALT+W - Weekly Report

- ▶ Press the **ALT+W** keys to start the Weekly Report macro.
- ▶ Look at the lower left hand side of the screen to read the field messages. The messages will tell you exactly what type of information needs to be entered.
- ▶ Remember to use the **F9** function key to move the cursor from one field entry to another. When you want to leave a field blank, press the **F9** function key to move the cursor to the next field. Avoid pressing the **ENTER** key to move to the next field. If you mistakenly hit the **ENTER** key to move to the next field, press the **BACKSPACE** key to remove the **Hard Return**.
- ▶ If you need to modify the text, wait until you have completed the entire form. Once you have completed the entire form, you can make changes to the text as you would in any Wordperfect file. If necessary, save the file.
- ▶ **Important:** Press the **CTRL+BREAK** keys followed by the **F9** function key, if you want to exit a macro before completion.

EXECUTIVE SECRETARIAT PROCEDURES MANUAL



JANUARY 1994

Effective communications is a goal for all of us, but especially important to Secretary Bentsen. The attached draft Executive Secretariat procedures manual was prepared with the Secretary's communication priorities in mind. It is the product of much study and thought. I hope you feel it helps you do your job better and helps you communicate more efficiently with others in the Department. If you have any questions or suggestions please do not hesitate to call. We welcome your input.

Edward S. Knight
Executive Secretary and Senior
Advisor to the Secretary

note: Included in the front pocket of this binder is a quick reference card which lists important phone numbers for my office. The card is suitable for carrying in your wallet and may be especially useful after normal business hours.

EXECUTIVE SECRETARIAT PROCEDURES MANUAL

JANUARY 1994

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- Overview of Executive Secretariat
- Computer Logging and Tracking
- Deadlines
- Clearances

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- Public Affairs Event; Public Appearance of the Secretary (Sample)

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APPENDIX

Tab A: How the Secretary Addresses Particular Members of Congress

Tab B: How the Secretary Addresses Particular Members of the Cabinet

Tab C: How the Secretary Addresses Particular Governors

Tab D: Titles and Address Lines for Members of Congress

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This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

GENERAL

Divider Title: _____

OVERVIEW

- The Executive Secretariat is responsible for the following:
 - 1) receiving, screening, and assigning action for all correspondence addressed to the Secretary or Deputy Secretary;
 - 2) reviewing all materials submitted to the Secretary or Deputy Secretary for completeness, quality, and coordination with other offices;
 - 3) overseeing the preparation of briefing books for the Secretary and Deputy Secretary;
 - 4) clearing all Treasury Department press releases and reviewing Treasury publications with policy implications or news potential;
 - 5) clearing all Treasury Department congressional testimony;
 - 6) reviewing all written speeches to be delivered by the Secretary, Deputy Secretary, Under Secretaries, or Assistant Secretaries;
 - 7) approving the transmittal of all Treasury Department regulations to be published in the Federal Register, and
 - 8) maintaining the central records of the Secretary and Deputy Secretary for reference and for transmission to the Federal Archives.
- In order to fulfill these responsibilities, all mail and material to and from the Secretary or Deputy Secretary must be routed through the Executive Secretariat.
- All material for the Secretary or Deputy Secretary must be brought initially to the Executive Secretariat Correspondence Unit (Room 3419). The material will be logged into the computer correspondence tracking system. The material will then go to the Executive Secretariat Reviewers (Room 3413), checked for substance, clearances, and format, and returned to originator with suggested changes if necessary. After these procedures are completed, the material will be reviewed by the Executive Secretary and forwarded to the Secretary or Deputy Secretary.
- The Executive Secretary will make all efforts to promptly review all materials.
- If expedited approval is requested of any material, a cover note to the Executive Secretary should be included indicating the deadline and explaining the basis for the request. **Place a red dot on the folder and hand it to Executive Secretariat staff** (instead of placing in an in-box).

- When an item is urgent and the Executive Secretary is not available, the Deputy Executive Secretary (Room 3413, 622-0064) will assist in processing the material.
- The Executive Secretariat will be open for receipt of materials between 8:00 a.m. and 7:00 p.m. Monday through Friday. The Executive Secretary and Deputy Executive Secretary can be reached at other times through the Treasury operator (622-1260).
- Materials for the Executive Secretary can be left in the Watch Office (Room 2441) during off hours.

COMPUTER LOGGING & TRACKING

Mail Tasking

- The Executive Secretariat's Correspondence Unit (Room 3419) receives all mail addressed to the Secretary, Deputy Secretary or the Executive Secretary.
- The Correspondence Unit reviews the mail (including White House referrals) and generates a profile sheet for each piece of mail. This profile sheet contains the following information:
 - profile number (e.g., 93-116555);
 - addressee;
 - subject and abstract of contents;
 - Assistant Secretary or office head responsible for action and due date;
 - action required;
 - task assignment; and
 - distribution.
 - author and organization
- Action required can include:

No Recommended Action (NRA)

"No Recommended Action" indicates that the item received an acknowledgement letter from the Executive Secretary. Further action may be taken if the receiving office decides that it is necessary, but further action is not required.

If it is determined that a direct reply is needed, send a copy of the reply, with profile number noted, to the Executive Secretariat (room 3419). Otherwise, the Executive Secretariat does not need to be notified of the status of the item.

Appropriate Action

For "Appropriate Action" items, the assigned office must determine what type of response, if any, is required. For example, a letter from the Secretary, a letter from the assigned office, or no action may result.

If the tasking calls for "Appropriate Action", the assigned office should forward a comeback copy of the response with the profile # included to the Executive Secretariat (Room 3419), by the due date, in order that the file can be closed.

If no response is necessary for an item, the assigned office must return notification to Executive Secretariat. Please include the profile #, how the item was closed, by whom, and the date of the closure.

Direct Reply

For "Direct Reply" items, the assigned office should prepare and send a reply for the signature of the person indicated, noting the profile number on the comeback copy for the Executive Secretariat. The comeback copy should be received by the due date on the task assignment memorandum.

Letter

The assigned office should prepare a reply for the Secretary's , Deputy Secretary's or Assistant Secretary's signature, as directed.

- Other letters will be stamped For Your Information (FYI). This indicates that no action needs to be taken by anyone ("cc" mail sent to Secretary, for example). These items will not be logged into the system, and a profile sheet will not be created. They are simply for the information of the receiving office.

Overdue Reports

- A weekly overdue report is delivered to all Departmental Offices and Bureaus. Review the report and return the status of all correspondence to Executive Secretariat.
- Attention to overdue mail is important in order to ensure that mail addressed to the Secretary or Deputy Secretary receives appropriate and prompt attention.

Logging of Memoranda

- All memoranda going to the Secretary or Deputy Secretary must be delivered to the Executive Secretariat for logging.
- Use a red dot to indicate a rush delivery.

Checking the Status of Mail and Memoranda

- To check the status of recent mail or memoranda after it has been delivered to the Executive Secretariat, call 622-0066.
- To inquire about older items (which have already been closed out and filed), call 622-0069.
- The most effective method of quickly finding an item once it has been logged-in to the computer system is by using the profile number. In addition, material can be searched on the basis of author, subject, date, and combinations thereof.

DEADLINES

Note: If expedited approval is requested of any material, a cover note to the Executive Secretary should be included indicating the deadline and explaining the basis for the request. **Place a red dot on the folder and hand it to Executive Secretariat staff** (instead of placing in an in-box).

Items with red dots on them will be delivered to the Secretary's office as soon as possible (usually within 15 minutes). Accordingly, **red dots should be placed only on truly urgent items.**

Briefing Memoranda

- **Briefing Memoranda must be submitted to the Executive Secretariat by 3:00 p.m. on the business day before the meeting** (Room 3419).
- In rush cases, deliver briefing memoranda directly to the Executive Secretariat Reviewer (Room 3413).

Action Memoranda

Policy Decisions

- Action Memoranda for policy decisions must be submitted to the Executive Secretariat (Room 3419) two working days before the deadline for ACTION, if at all possible.

Correspondence

- Action Memoranda for correspondence must be submitted to the Executive Secretariat (Room 3419) by the deadline on the Task Assignment Memoranda.
- Congressional mail must be responded to as soon as possible, but no later than five working days after receipt. If this deadline cannot be met, notify Legislative Affairs to send an interim response; also notify the Executive Secretariat.
- Response time for non-congressional mail is seven working days.

Interim Responses

- When the five-day deadline for congressional mail cannot be met for any reason, notify Legislative Affairs to send an interim response; also notify the Executive Secretariat.
- Electronic mail can be used to simultaneously notify the Executive Secretariat and Legislative Affairs that the five-day deadline will not be met. The Executive Secretariat e-mail address is "EXECSEC" and for Legislative Affairs use "STARKS" and "MCKENNEYN." Include the profile number, the name of the Member of Congress, the reason for the delay, and the expected date for the final, substantive response.
- Prepare interim responses for other VIP mail as necessary, especially for correspondence received from other Cabinet members.

Telephone Calls

- Action Memoranda for Telephone Calls should be submitted to the Executive Secretariat (Room 3419) as far in advance of the call as possible so that the Executive Secretary can transmit the memorandum to the Secretary or Deputy Secretary for action.

Information Memoranda

- Information Memoranda should be submitted to the Executive Secretariat (Room 3419) in order that the Secretary or Deputy Secretary can be informed in a current manner. For example, an Information Memorandum describing key economic statistics should be submitted the day the statistics are available.

Weekly Reports

Departmental Offices

- Departmental Office reports should be submitted to the Executive Secretariat (Room 3413) by **noon on Wednesdays**.

Bureaus

- Bureau reports should be submitted to the Executive Secretariat (Room 3413) by **5:00 p.m. on Tuesdays**.

Testimony and Briefing Books

- Draft congressional testimony for the Secretary, Deputy Secretary, or other Treasury staff should be submitted to the Executive Secretariat (Room 3413) for internal and external clearances at least five working days in advance of the hearing.
- Final testimony to be released to the Hill should be submitted to the Executive Secretariat (Room 3413) two working days before the hearing.
- Oral, reading testimony for the Secretary or Deputy Secretary should be submitted in large, orator print (on cards—see “Format” section under “Testimony and Briefing Books” tab for details) to the Executive Secretariat (Room 3419) by 3:00 p.m. the day before the hearing.
- Briefing books for Secretary or Deputy Secretary should be submitted to the Executive Secretariat (Room 3419) one week before the hearing.

Speeches

Secretary/Deputy Secretary

- Draft speeches for the Secretary or Deputy Secretary should be submitted to the Executive Secretariat (Room 3419) for internal and external clearances two working days before the event.
- Oral, reading versions of the speech should be submitted in large, orator print (on cards—see “Format” section under “Speeches” tab for details) to the Executive Secretariat (Room 3419) by 3:00 p.m. the day before the event.
- Final versions of the speech for print should be submitted to the Executive Secretariat (Room 3419) following the event.

Under Secretaries/Assistant Secretaries

- Written speeches to be given by Under Secretaries or Assistant Secretaries should be provided to the Executive Secretariat (Room 3419) at least two working days prior to the event.

Press Releases

- Press releases should be submitted to the Executive Secretary (Room 3408) at least one working day in advance of the deadline, when possible.

Publications

- Publications should be submitted to the Executive Secretariat (Room 3419) at least two working days prior to going to press.

Regulations

- After regulations are received with appropriate clearances and information, the Executive Secretary normally will approve the regulation within three working days. If expedited approval is requested, a note to the Executive Secretary should indicate the deadline and explain the basis for the request. Highlight the note with a red dot to indicate urgency.
- If expedited approval is required for a regulation that is subject to OMB review, Departmental Offices and Bureaus should consult with the Associate General Counsel as early as possible.

CLEARANCES

General

- All materials for the Secretary, Deputy Secretary, or Executive Secretary must be cleared by each relevant Departmental Office or Bureau prior to being submitted to the Executive Secretariat.
- Materials should be cleared by no more than two people within the same Departmental Office
- It is the responsibility of the Under Secretary or Assistant Secretary to ensure that appropriate clearances have been obtained before material is submitted to the Executive Secretariat.
- Without clearances from each relevant Departmental Office or Bureau, the Executive Secretary will NOT approve or forward the materials to the Secretary or Deputy Secretary, but will return the materials to the originating office to obtain the needed clearances.

Examples

- General Counsel should clear memoranda that involve legal matters and all correspondence for the signature of the Secretary or Deputy Secretary.
- OASIA should clear memoranda and correspondence discussing foreign countries or international aspects of domestic issues (tax policy, environment, etc.).
- Legislative Affairs should clear memoranda regarding Treasury relations with Congress, and letters or telephone calls to or from Members of Congress.
- Tax Policy should clear materials discussing any aspect of tax issues.

Testimony

- The Executive Secretariat is responsible for obtaining internal and external clearances for all Departmental Testimony.
- A list of all Departmental Offices and Bureaus (with contact noted) recommended for clearance should be attached to the testimony when submitted to the Executive Secretariat (Room 3413). Also, include the name and phone number of a contact person in the originating office who can answer questions regarding the testimony or speech.

Speeches

Secretary/Deputy Secretary

- The Executive Secretariat is responsible for obtaining internal and external clearances for all speeches to be given by the Secretary or Deputy Secretary.
- A list of all Departmental Offices and Bureaus (with contact noted) recommended for clearance should be attached to the speech when submitted to the Executive Secretariat (Room 3419). Also, include the name and phone number of a contact person in the originating office who can answer questions regarding the speech.

Under Secretaries/Assistant Secretaries

- All written speeches by Under Secretaries and Assistant Secretaries should be submitted to the Executive Secretary. The Executive Secretary will communicate any comments to the appropriate office of the Under Secretary or Assistant Secretary.

Press Releases

- All Treasury Department press releases must be cleared by the Executive Secretary before issuance.
- All Departmental Office and Bureau publications with major policy implications or news potential must be reviewed by the Executive Secretary before publication.
- Attach a completed clearance sheet to the press release.

Publications

- All Departmental Office and Bureau publications with major policy implications or news potential must be reviewed by the Executive Secretary before publication.
- Attach a completed clearance sheet to the publication.

Regulations

- Originating Bureaus are responsible for clearing regulations with the appropriate policy office in the Departmental Offices; originating Departmental Offices are responsible for clearing regulations with other Departmental Office. (For example, a regulation with international consequences must be cleared with OASIA.)

- The Executive Secretariat ensures that regulations are coordinated with appropriate Departmental Offices and Bureaus and are consistent with Treasury policy.
- The Executive Secretary is responsible for advising Public Affairs of pending regulations, when appropriate.
- The General Counsel is responsible for coordinating Treasury regulations with the Office of Management and Budget.

Clearance Sheet

- Copies of the completed clearance sheet should be included in all copies of documents submitted to the Executive Secretariat.
- Type the name and the title of the sender of the memorandum and the subject of the memorandum. The clearance sheet should be dated when signed by the sender (i.e., Under Secretary or Assistant Secretary).
- Names should be typed, initialed, and dated; Departmental Office/Bureau and telephone number should be provided. This information is essential if the Secretary, Deputy Secretary, or Executive Secretariat has questions about the document.
- The initiator(s) should be listed first, followed by the reviewer(s).
- The Executive Secretariat will type in the names of the Review Officer and Executive Secretary as well as fill in the log-in number at the upper right hand corner.

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This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

BRIEFING MEMORANDA

Divider Title: _____

BRIEFING MEMORANDA

General

- All Briefing Memoranda should consist of:
 - 1) a cover sheet;
 - 2) briefing material (which includes the Overview and Talking Points);
 - 3) background attachments (when appropriate); and
 - 4) a completed clearance sheet.
- The name and phone number of the staff person the Secretary or Deputy Secretary can call with questions should be listed on the bottom of the first page of each section of the briefing.
- "BRIEFING" should be stamped in red ink at the top right hand corner of the cover sheet.
- Do not staple the original Briefing Memorandum; use paper or binder clips. Copies should be stapled.

Assignments

- Assignments to prepare Briefing Memoranda are made through scheduling set-up sheets. These set-up sheets will be delivered as far in advance of events as possible.
- The "Briefing Required" line on the set-up sheet indicates which office is responsible for providing the Briefing Memoranda.
- If two offices are listed under "Briefing Required," the office listed first will be responsible for taking the lead in coordinating with the office listed second.

Deadline

- **Briefing Memoranda must be submitted to the Executive Secretariat by 3:00 p.m. on the business day before the meeting** (Room 3419 or, in rush cases, to Room 3413).

Clearances

- The originating office is responsible for obtaining all Departmental clearances prior to submitting the memorandum to the Executive Secretariat. (For example, Legislative Affairs should clear all briefings involving Members of Congress, even if Legislative Affairs did not draft the briefing.)

- A completed clearance sheet should accompany each Briefing Memorandum.
- Refer to “Clearance” section under the “General” tab for more information and examples.

Packaging of Materials

- Cover the original material with a plastic sheet to protect the document. Place on right side of the folder.
- Attach tab(s) as necessary.
- Attach copies on left side of folder. (See below.)
- The completed original clearance sheet should be attached to the left side of the package on top of the copies.

Copies

- Five copies plus the original of the memorandum should be submitted to the Executive Secretariat (Room 3419 or, in rush cases, to 3413).
- Copies of the completed clearance sheet should be included in all copies of the memoranda submitted to the Executive Secretariat.

Cover Sheet

- The cover sheet of Briefing Memoranda should provide only the following general information about the meeting: subject, date, time, location, participants (see below), and a list of Briefing and Background materials.
- Cover sheets for Briefing Memoranda for public appearances of the Secretary should provide additional information about the press coverage, the scenario (exactly what the Secretary or Deputy Secretary should do and when), a contact person with the outside organization, and a phone number for that contact person.
- If there will only be a few outside participants in the meeting, list them under “Participants” on the cover sheet; otherwise, include the list as a background attachment.
- If a list of participants which the Secretary or Deputy Secretary is more likely to have interaction with is available (for example, a list of dinner participants sharing the head table with the Secretary or Deputy Secretary), include it as an attachment.

Briefing

Tab: Overview

- The Overview section of the Briefing Memorandum should include the following:
 - 1) a description of the PURPOSE of the meeting; and
 - 2) BACKGROUND information on the meeting. For meetings with foreign officials, information on the relevant country's economic and political situation should be included, if necessary.
- **The Overview section should be two pages or less in length. One page is preferred.**
- The Overview section of the Briefing Memorandum should be placed under a tab labeled "Overview," which can be obtained from the stationery store.
- Each page of the Overview section should be labeled to identify the subject and date of the meeting.

Tab: Talking Points

- The Talking Points section of the Briefing Memorandum should consist of brief, bullet-style points.
- The Talking Points section should be two pages or less in length. One page is preferred.
- Each page of the Talking Points should be labeled to identify the subject and date of the meeting.
- The Talking Points section of the Briefing Memorandum should be placed under a tab labeled "Talking Points," which can be obtained from the stationery store.

Talking Points for Meetings with Foreign Officials

- The Talking Points section of the Briefing Memorandum should begin with a set of "Opening Remarks" to be made by the Secretary or Deputy Secretary when appropriate.
- The remainder of the Talking Points should include annotated Talking Points, as needed, for each item to be discussed at the meeting, beginning with a 4-5 line explanation of the issue, followed by the actual Talking Point(s) in bullet style. No more than 4-5 Talking Points should be written per issue.
- A notation should be made indicating whether the issue should be raised at the meeting or should be used only on an "as needed" basis.

Scenario

- For public affairs events such as public appearances and interviews of the Secretary or Deputy Secretary, a Scenario section should be included on the cover sheet.
- The Scenario section should include information on exactly when the Secretary should arrive at public events, exactly where he should go once he arrives, and logistical and format information about his speech, when appropriate.

Press

- For public affairs events such as public appearances and interviews of the Secretary or Deputy Secretary, a Press section should be included on the cover sheet.
- The Press section should indicate whether the event is closed to the press or open to the press. If open to the press, further details should be provided regarding the level and type of press coverage expected, when possible.

Contact

- For public affairs events such as public appearances and interviews of the Secretary or Deputy Secretary, a Contact section should be included on the cover sheet.
- The Contact section should include the name and phone number of a person with the outside organization involved in the event.

Background (attachments)

- Any additional background material should be included, as necessary, under either numerical or alphabetical tabs, which ever are available.

Background Attachments for Meetings with Foreign Officials

- When biographical data is included, it should be attached at Tab 1 or A; when summary economic data are included, attach under one tab at Tab 2 or B.

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

May 28, 1993 [date memo is delivered
to Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Briefing for Your Meeting with Minister of
Finance from (Country Name) (pronunciation of name;
form of address)

Date and Time Thursday, June 4, 1993, at 4:00 p.m.

Location Secretary's Office

PARTICIPANTS:

Treasury Secretary Bentsen
Assistant Secretary (Name)
(others)

(Country Name) (Name), Minister of Finance

BRIEFING: Overview
Talking Points

BACKGROUND: Tab 1 or A: Bio-data
Tab 2 or B: Summary Economic Data
(others as necessary)

OVERVIEW
MEETING WITH (COUNTRY NAME) MINISTER OF FINANCE (NAME)
June 4, 1993

PURPOSE:

(Country Name) is a difficult economic partner. Despite recent gradual reforms, significant exchange, capital, trade, and investment controls are still maintained. We want to:

- press the Finance Minister to honor his predecessor's commitments;
- underscore the importance of more rapid liberalization of market; and
- urge accelerated trade liberalization.

BACKGROUND:

ECONOMIC SITUATION

In 1992, real GNP exceeded 8% for the fifth consecutive year, and per capita income topped \$3,000.

POLITICAL SITUATION

In the new, more permissive political environment, anti-Americanism is on the rise, fed by U.S. pressure to liberalize imports. The Finance Minister—who is said to be uncompromising and inflexible (see Tab A)—may argue that these factors prevent them from being more accommodating.

Prepared by Sarah Whitman (2-5555)

TALKING POINTS
MEETING WITH (COUNTRY NAME) MINISTER OF FINANCE (NAME)
June 4, 1993

OPENING REMARKS:

- Welcome the opportunity to discuss key issues of concern to both of our governments.
- Know that you are concerned about the public pressure being placed on your government, but we are required by law to conduct these negotiations.
- Welcome the fact that you have authorized several new bank branches, but we understand that licenses have not been granted to open these branches.
- Share your views on the accomplishment you have made thus far on liberalization of access to equity markets.

ISSUES:

1. Treatment of U.S. Banks

Early last year, this country led U.S. Banks to believe that they would authorize several new branches in 1989. We welcomed this. We, however, are becoming alarmed that the government has not responded to the formal request that it received six months ago for a license to open these branches.

Suggested Talking Points:

- Important to us that you follow up on your predecessor's agreement in principle...
- Took this commitment as an indication of your government's genuine commitment to...

As Needed

-

Prepared by Sarah Whitman (2-5555)

TALKING POINTS (pg. 2)
MEETING WITH (COUNTRY NAME) MINISTER OF FINANCE (NAME)
June 4, 1993

ISSUES (cont.)

2. Equities and Financial Sector Liberalization

In December, the government announced a plan to liberalize access to the equities market. This plan delays direct foreign access. Banking reforms announced in the same month deregulated only lending rates and some deposit rates, but did not include a timetable for other fundamental steps, including establishing an inter-bank money market.

Suggested Talking Points:

- Disappointed that equities market liberalization plan announced last year delays direct foreign access.
- Also, urge you to follow quickly on partial interest rate deregulation with other fundamental reforms.

Prepared by Sarah Whitman (2-5555)



DEPARTMENT OF THE TREASURY
WASHINGTON

May 28, 1993 [date memo is delivered
to Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Briefing for Your Meeting with Senator Jill
Smith Regarding Stimulus Package

Date & Time Thursday, June 4, 1993, at 2:00 p.m.

Location Secretary's Conference Room

PARTICIPANTS:

Treasury Secretary Bentsen
Assistant Secretary (Name)
(others)

Smith Senator Smith
Chris Canton (Administrative Assistant)

BRIEFING: Overview
Talking Points

BACKGROUND: Tab 1 or A: Biography of Smith
(others, as necessary)

SAMPLE BRIEFING MEMORANDUM:
CONGRESSIONAL, BUSINESS, AND OTHER MEETINGS
Windows Macro: briefing (Congressional + Others
DOS Macro: Alt + B (press C)

OVERVIEW
MEETING WITH SENATOR JILL SMITH
June 4, 1993

PURPOSE:

Senator Smith requested a meeting with you to discuss what she perceives as unfair treatment of widget manufacturers under the proposed investment tax credit. Her state is heavily dependent on widget manufacturers for employment.

BACKGROUND:

Treasury's initial position was that investments in widgets should not qualify for the investment tax credit. We are currently reviewing this position, given the industry's strong argument that purchase of widget creates jobs and increases productivity.

Under current proposals, the purchase of trinkets do qualify for the investment tax credit. Widget manufacturers believe it would be unfair to qualify trinkets and not widgets.

A recent study concluded that if trinkets qualify and widget do not, national widget sales could fall by 15% over the next two years. According to the widget industry, this could reduce widget-related employment in Senator Smith's state by 2,500 employees....

Prepared by Cindy Polk (2-5559)

SAMPLE OVERVIEW:
CONGRESSIONAL, BUSINESS, AND OTHER MEETINGS
Windows Macro: Overview
DOS Macro: Alt + O

TALKING POINTS
MEETING SENATOR JILL SMITH
June 4, 1993

Investment Tax Credit

- Given the large number of people employed by widget manufacturers in your state, I certainly understand your concerns.
- We are currently reviewing the treatment of widget purchases under the investment tax credit and expect to make a decision by next week
- Several Treasury officials met with representatives of the widget industry last week. We are aware of their concerns.

Other Points About Stimulus Package

- Aside from the widget issue, I hope we can count on your support for the full stimulus package. Several other stimulus incentives would greatly benefit your state, such as...



DEPARTMENT OF THE TREASURY
WASHINGTON

May 28, 1993 [date memo is delivered
to Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Gadget Manufacturers Association (GMA) Dinner

Date & Time Friday, April 2, 1993, 7:00 p.m.

Location American Hotel, 113 Z Street, Washington, DC

PARTICIPANTS:

Treasury Secretary Bentsen
Mrs. Bentsen

WMA 100 GMA members (See Tab 1 for head table list)

BRIEFING: Overview
Speech [or Talking Points, if necessary]

SCENARIO:

6:45 p.m. You and Mrs. Bentsen should arrive at the American Inn; Craig Coff (GMA President) will meet you in the main lobby and escort you to Conference Room A where you will be introduced to GMA officers.

7:00 p.m. Proceed to Grand Ballroom to be seated for dinner; you and Mrs. Bentsen will be seated at head table (see Tab 2).

8:30 p.m. Susan Brock (GMA Vice President) will speak; then Craig Coff will introduce you to speak.

10:00 p.m. Evening concludes.

PRESS: Closed to press

CONTACT: Wally Gadget (202-555-0000)

BACKGROUND: Tab 1 or A: Head Table List
Tab 2 or B: Gadget Industry Summary Statistics
(others, as necessary)

OVERVIEW
GADGET MANUFACTURERS ASSOCIATION DINNER
June 4, 1993

PURPOSE:

GMA requested that you speak at their annual dinner. The Secretary of the Treasury traditionally attends this event. The dinner provides you with an opportunity to ask GMA to support the President's economic plan. GMA members are scheduled to vote next week on a resolution to support the plan, and this dinner gives you an opportunity to win them over.

BACKGROUND:

One of the largest manufacturers association, GMA includes 130,000 members nationwide, representing 30 companies. GMA is considered to be a highly effective lobbying organization for business interests.

Although GMA does not vote on their support for the entire economic package next week, the Association has made its views clear on several issues:

Energy Tax

- GMA is highly critical of an energy tax, in any form...
- Regarding point of collection, GMA...

Deductions for Corporate Pay

- They are generally supportive of the Administration's position on this issue, but they...

The industry is on the leading edge of technology and will be a big winner under the R&E tax credit...

The gadget industry is currently enjoying a huge increase in sales. 1992 U.S. gadget sales were \$12 billion, up 15% from 1991. 1993 sales are expected...(see Tab 3).

Prepared by George Whitten (2-1133)

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ACTION MEMORANDA

Divider Title: _____

ACTION MEMORANDA

General

- Prepare Action Memoranda for matters requiring policy decisions, signature, and telephone calls.
- Once signed by the Secretary or Deputy Secretary, the original Action Memoranda will be returned to the originating office.
- The text of Action Memoranda should be as clear and concise as possible. Techniques to make the text more readable may be used as appropriate, including subheadings, bullet or outline format, **bolding**, and underlining.
- "ACTION" should be stamped in red ink.
- Do not staple the original Action Memorandum; use paper or binder clips. Copies should be stapled.

Deadlines

Policy Decisions

- Submit Action Memoranda for policy decisions to the Executive Secretariat (Room 3419) two working days before the deadline for action, if at all possible.

Correspondence

- Submit Action Memoranda for correspondence to the Executive Secretariat by the deadline on the Task Assignment Memoranda.
- Congressional mail must be responded to as soon as possible, but no later than five working days after receipt. If this deadline cannot be met, notify Legislative Affairs to send an interim response; also notify the Executive Secretariat. (See below.)
- Response time for non-congressional mail is seven working days.

Interim Responses

- When the five-day deadline for congressional mail cannot be met for any reason, notify Legislative Affairs to send an interim response; also notify the Executive Secretariat.
- Electronic mail can be used to simultaneously notify the Executive Secretariat and Legislative Affairs that the five-day deadline will not be met. The Executive Secretariat e-mail address is "EXECSEC" and for Legislative Affairs use "STARKS" and "MCKENNEYN." Include the profile number, the name of the Member of Congress, the reason for the delay, and the expected date for the final, substantive response.
- Prepare interim responses for other for other VIP mail as necessary, especially for correspondence received from other Cabinet members.

Telephone Calls

- Submit Action Memoranda for Telephone Calls as far in advance of the call as possible so that the Executive Secretary can transmit the memorandum to the Secretary or Deputy Secretary for action.

Red Dots

- If expedited approval of an item is requested, a cover note to the Executive Secretary should indicate the deadline and explain the basis for the request. **Place a red dot on the folder and hand it to Executive Secretariat staff** (instead of placing in an in-box).

Clearances

- The originating office is responsible for obtaining all Departmental clearances prior to submitting the Action Memorandum to the Executive Secretariat (Room 3419).
- A completed clearance sheet should accompany each Action Memorandum.
- Refer to "Clearance" section under "General" tab for more information and examples.

Packaging of Materials

- Cover the original material with a plastic sheet to protect the document. Place on right side of the folder.

- Attach tab(s) labeled "Signature" and other tabs, as necessary.
- Place copies on left side of folder (see below)
- The completed original clearance sheet should be attached to the left side of the package on top of the copies.

Copies

- Five copies plus the original of the memorandum should be provided to the Executive Secretariat (Room 3419).
- Copies of the completed clearance sheet should be included in all copies of the memorandum submitted to the Executive Secretariat.

Action Memoranda Format

Policy Decisions

- Action Memoranda for policy decisions should include:
 - 1) the main memorandum, which includes the Action Forcing Event, Recommendation, and Background and/or Analysis (described below);
 - 2) attachments as necessary; and
 - 3) a completed clearance sheet.

Action Forcing Event

The first section of the Action Memorandum should be a brief (3-4 lines) description of the Action Forcing Event (e.g., why the Secretary or Deputy Secretary is being asked to take action).

Recommendation

The second section should be the Recommendation for action.

The Recommendation should be followed by a decision line:

_____Agree _____Disagree _____Let's Discuss

(In the interest of consistency, the blank for the Secretary or Deputy Secretary's initials should be to the left of the decision).

Following the signature blocks, leave four (4) blank lines before starting the next section for comments by the Secretary or Deputy Secretary.

The Action Forcing Event and Recommendation should be no more than one page in length.

Background and/or Analysis

The next section should be the Background and/or Analysis which provides the relevant details to support the recommendations. If the subject matter does not warrant background or analysis, omit this section.

Attachments

At the end of the Action Memorandum, list any attachments provided.

Numerical or alphabetical tabs may be placed in front of the attachments, if appropriate. Alternatively, for short attachments, type "Tab 1 or A", etc., on the top right hand corner of the attachment.

Correspondence

- Action Memoranda for correspondence should consist of:
 - 1) the main memorandum, which includes the Action Forcing Event, Recommendation, and Background (see "Policy Decisions" section above for detailed description of these three sections);
 - 2) attachments as necessary (such as correspondence for signature and the incoming correspondence); and
 - 3) a completed clearance sheet.
- Include addressed envelopes for mailing the correspondence in the package submitted to the Executive Secretariat. The Executive Secretariat will mail the letter unless directed to return the letter to the originating office for mailing. If envelopes are not included, the package will be returned to the originating office for mailing.
- Do not date correspondence to be signed by the Secretary or Deputy Secretary.

Telephone Calls

- Action Memorandum for Telephone Calls should provide the following information:
 - 1) the purpose of the call(s);
 - 2) phone number(s);
 - 3) date and time call to be made or expected;
 - 4) appropriate background information on person(s) to be called (or on person(s) from whom a call is expected);
 - 5) "Date of Call" and "Follow-up Required" action lines; and
 - 6) brief, bullet style talking points (as attachment).

Follow-up Action

Action Memoranda for Telephone Calls will be returned to the originating office noting when the call was made and if further follow-up action is necessary by the staff.

If an office requests the status of a phone call, please call the Executive Secretary (622-0027).

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

May 28, 1993 [date delivered
to Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Candidate for U.S. Director of Global Bank

ACTION FORCING EVENT:

You must submit to the White House by June 2 Treasury's choice to fill the position of U.S. Director of the Global Bank.

RECOMMENDATION:

That you select Sally Smart as Treasury's choice for the position of U.S. Director of the Global Bank.

_____ Agree _____ Disagree _____ Let's Discuss

BACKGROUND ANALYSIS:

As you know, our other top choices for this spot are Bill Morton and Will Smith. Ms. Smart's international banking background and management experience are far more extensive than either of the other two candidate's. Her successful tenure as President of FJK Bank is well respected in the international banking community.

ATTACHMENTS: Tab 1: Sally Smart's Biography
Tab 2: Bill Morton's Biography
Tab 3: Will Smith's Biography



DEPARTMENT OF THE TREASURY
WASHINGTON

May 25, 1993 [date delivered
to Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Letter to Senator Better Regarding Financing for Health
Care Reform (incoming letter received 8/23/93)

ACTION FORCING EVENT:

Senator Better wrote to express his concern about a possible payroll
tax to finance health care reform. He is particularly concerned
about...

RECOMMENDATION:

That you sign the attached letter.

_____ Agree _____ Disagree _____ Let's Discuss

BACKGROUND/ANALYSIS:

In your reply, you tell Senator Better that no final decision has been
made on health care reform financing. You also indicate that...

ATTACHMENTS: Letter for Signature
Incoming Letter

SAMPLE ACTION MEMORANDUM: CORRESPONDENCE

Windows Macro: correspo

DOS Macro: Alt + A



DEPARTMENT OF THE TREASURY
WASHINGTON

May 27, 1993 [date delivered
to Exec. Sec.]

RECOMMENDED (or EXPECTED) TELEPHONE CALL

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Recommended Telephone Calls to Senators Good and
Better

PURPOSE OF CALLS:

Senators Good and Better are leaning toward supporting our proposal to repeal the tax on student scholarships. A call from you before introduction of the measure on 5/30 could put them squarely in our corner.

BACKGROUND/ACTION:

Senator Good (224-0000)
Call on 5/29, 5:00 p.m. - 6:00 p.m.

Senator Good flirted with the idea of proposing this repeal in 1991. We have received signals from his staff that he may support our repeal effort if the lost revenue is offset with specific spending cuts.

_____ Date of Call

_____ Follow-up Required

Senator Better (224-0001)
Call on 5/29, 5:00 p.m. - 5:30 p.m.

Senator Better will only support the repeal if he receives Administration support for his effort to reform the student loan process. The White House is leaning toward supporting his reform. Treasury staff is working with the Senator's staff on some minor details, but we recommend that you indicate general support for his reform efforts.

_____ Date of Call

_____ Follow-up Required

ATTACHMENTS: Talking Points [no tab necessary]

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INFORMATION MEMORANDA

Divider Title: _____

INFORMATION MEMORANDA

General

- Provision of Information Memoranda for the Secretary or Deputy Secretary is up to the discretion of the staff.
- The text of Information Memoranda should be as clear and concise as possible — preferably one page. Techniques to make the text more readable may be used as appropriate, including subheadings, bullet, or outline format, **bolding**, and underlining.
- “INFORMATION” should be stamped in red ink at the upper right hand corner of the memorandum.

Deadline

- Information Memoranda on issues not to be included in the Weekly Reports should be submitted to the Executive Secretariat in order that the Secretary or Deputy Secretary can be informed in a current manner. For example, an Information Memorandum describing key economic statistics should be submitted the day the statistics are announced.

Clearances

- The originating office is responsible for obtaining all Departmental clearances prior to submitting the Information Memorandum to the Executive Secretariat (Room 3419).
- A completed clearance sheet should accompany each Information Memorandum.
- Refer to “Clearance” section under “General” tab for more information and examples.
- Where clearances are not needed, but other offices would be interested in the issue, the originating office should provide informational copies and note this on the clearance sheet.

Packaging of Materials

- Cover the original material with a plastic sheet to protect the document. Place on right side of the folder.
- Place labeled, numerical or alphabetical tabs as necessary.
- Place copies on left side of folder (see below)
- Place original clearance sheet on left side of folder on top of the copies.

Copies

- Five copies plus the original of the memorandum should be submitted to the Executive Secretariat (room 3419).
- Copies of the completed clearance sheet should be included in all copies of the memorandum submitted to the Executive Secretariat.

Format

- Be selective in providing statistical information. Data can be displayed in table format. Follow statistical information with an assessment of the significance of the data, highlighting exceptional points.

Attachments

- If attachments are necessary, list the attachments at the end of the information memorandum.
- Numerical or alphabetical tabs may be placed in front of the attachments, if appropriate. Alternatively, for short attachments, type "Tab 1 or A", etc., on the top right hand corner of the attachment.

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Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

June 4, 1993 [date delivered to
Exec. Sec.]

MEMORANDUM FOR SECRETARY BENTSEN

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: April Index of Leading Economic Indicators

SUMMARY:

The composite index of Leading Economic Indicators **declined by 1.2 percent in April, the largest drop since November 1991.**

DISCUSSION:

The decline was about in line with market forecasts. The index had increased by 0.6 percent in March and was unchanged in February.

The drop was widespread, with nine of the eleven components of the leading index making negative contributions in April. The largest negatives were building permits, initial jobless claims, the factory workweek, consumer expectations, and new equipment orders. **Only two components were positive**—stock prices and sensitive materials prices.

The coincident index, which tracks current activity, edged up by 0.1 percent in April after a 0.2 percent gain in March.

SAMPLE INFORMATION MEMORANDUM

Windows Macro: inform

DOS Macro: Alt + I

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CORRESPONDENCE

Divider Title: _____

CORRESPONDENCE

General

- All correspondence (letters and memoranda) prepared for the signature of the Secretary and Deputy Secretary should be accompanied by the appropriate Action Memoranda and clearance sheet.

Letter Format

- The following guidelines should be followed when preparing letters for the signature of the Secretary or Deputy Secretary:

Margin: left/right margin setting of 1.0"

Date: centered (Executive Secretariat will type in the date)

Salutation: title and last name of addressee should be used unless it is obvious the Secretary or Deputy Secretary knows the recipient well enough to use the first name (see below for more information)

Indentions: paragraphs should not be indented

Closing: Left edge of "Sincerely," should align with center; four returns should follow

Name: "Lloyd Bentsen" (no "M.") or "Roger C. Altman" should be aligned to the left edge of "Sincerely"

Justification: left justified only

Font: Courier 12 point only (12 point=10 c.p.i.)

Salutations

Refer to the Appendix to determine whether the Secretary uses the first or last name in addressing other Cabinet members, Members of Congress, and Governors:

Members of Congress: Tab A

Cabinet members: Tab B

Governors: Tab C

Congressional Letters

Refer to Appendix (Tab D) to determine appropriate titles and addresses for Members of Congress.

Memoranda Format

- Memoranda going out under the initials of the Secretary or Deputy Secretary should be in block style (paragraphs not indented), and left justified.
- When memoranda are addressed to all Departmental Offices and Bureaus, it is not necessary to list each Under Secretary and Assistant Secretary separately. Instead, use general titles (Under Secretaries, Assistant Secretaries, General Counsel, Bureau Heads, etc.)

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

SECRETARY OF THE TREASURY

May 26, 1993

[centered-Executive
Secretariat will fill in]

Mr. Fred Smith
President
HIJ Company
114 West Drive

Dallas, Texas 72554 [body of letter should be left justified with no
indentations]

Dear Mr. Smith (or Fred):

Thank you for your recent letter. Knowing your views will be helpful
as we develop the details of our investment tax credit proposals...

As you know, we have already proposed a permanent investment tax
credit for small business. In conjunction with other Administration
initiatives, this will....

I assure you we are committed to supporting...

[left edge aligned
with center]

Sincerely,

[only four returns]

Lloyd Bentsen

[not Lloyd M. Bentsen]

SAMPLE CORRESPONDENCE: LETTER FROM SECRETARY

Windows Macro: letter

DOS Macro: Alt + L



DEPARTMENT OF THE TREASURY
WASHINGTON

SECRETARY OF THE TREASURY

May 26, 1993

[centered-Executive
Secretariat will fill in]

Mr. Fred Smith

President

HIJ Company

114 West Drive

Dallas, Texas 72554 [body of letter should be left justified with no
indentations]

Dear Mr. Smith (or Fred):

Thanks for your recent letter. Knowing your views will be helpful as
we develop the details of our investment tax credit proposals...

As you know, we have already proposed a permanent investment tax
credit for small business. In conjunction with other Administration
initiatives, this will....

I assure you we are committed to supporting...

[left edge aligned
with center]

Sincerely,

[only four returns]

Roger C. Altman

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WEEKLY REPORTS

Divider Title: _____

WEEKLY REPORTS

General

- Every Departmental Office and Bureau should prepare a Weekly Report summarizing and describing all significant events in their areas of responsibility that will occur the week following the report, as well as significant developments occurring the week of the report. All events that will receive either public or Congressional notice should definitely be included.
- The reports should include three main sections, with subsections, as described below:
 - I. Activities/events in the coming week: (that may come to the attention of the President, Secretary or Deputy Secretary)
 - A. Regulatory Action
A brief description of the effect and purpose of all new regulations should appear the week before they receive final approval.
 - B. Congressional Testimony
 - C. Major Press Developments
 - D. Major Publications
 - II. Pending and recently resolved issues: (that may eventually require the attention of the President, Secretary, or Deputy Secretary)
 - A. (Items other than those described at I. that are most pressing)
 - B. Budget activity: (list in outline form programs that may require additional funding or that are being restructured)
 - C. Legislative activity: (other than any item at I.B.; list in outline form with brief descriptions planned hearings, pending legislation, etc.)
 - D. Press: (other than any items at I.C.; list in outline form significant recent news stories (attach copies), press inquiries, etc.) expected the week of or week after the report
 - E. Issues resolved, the week of the report or to be resolved. (list in outline form with brief descriptions)

III. Additional information:

- A. (Other matters that may be of interest)
- B. Personnel actions: (for senior positions)
 - 1. Positions to be filled
 - 2. Positions to be opened for interviews
 - 3. Scheduled interviews

Note: If you have nothing to report in a particular area, so indicate and skip to the next area. If you have nothing to report in any area, state that in writing.

Deadline/Copies

Departmental Offices

- Departmental Office reports (one original with 5 copies) must be submitted to the Executive Secretariat (Room 3413) by **noon on Wednesdays**.

Bureaus

- Bureau reports (one original with 5 copies) must be submitted to the Executive Secretariat (Room 3413) by **5:00 p.m. on Tuesdays**.

Contact Person

- Please include in your report the name and number of a contact person who can answer questions about the report.

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

[Put on bureau or appropriate departmental letterhead]

Bureau or Departmental Office Name

Weekly Report for the week beginning September 12

ATTN: EXECUTIVE SECRETARIAT

FROM: (Assistant Secretary or bureau head)

DATE: September 7, 1993 [due date of report]

I. Activities/Events in the Coming Week:

A. Regulatory Action

Tax Treatment of Goldfish: The IRS's new regulation on the depreciation of goldfish should receive final approval next week. The new rule will allow goldfish assets to fully depreciate over 10 years. Any remaining value may be fully written off at time of death, however, for fish expiring sooner. Little or no media interest in the issue is expected, but Gulf State legislators and the pet industry are expected to protest the regulation.

B. Congressional Activity

Testimony on Community Development Banking: The Assistant Secretary will testify before the Senate Banking Committee on Wednesday, September 15, in support of the Administration's community banking initiative. Officials from the Department of Housing and Urban Development will also attend.

C. Press

Customs Seizure on Canadian border: XBC Nightly News is working on a story on a Customs Service seizure of beer allegedly being smuggled from Canada. The segment, which should air late next week, covers the interception of a McKenzie Brothers truck caught attempting to smuggle 150 cases of Canadian beer across the border near Detroit. Customs officials charged the McKenzies with attempting to evade duties and impounded the cargo. The McKenzie brothers claim the contents were intended solely for personal consumption and have alleged that Customs officials are consuming much of the seized product.

II. Pending and Recently Resolved Issues

A. Regulatory Action - Nothing to report

B. Congressional Activity

RTC Funding: The floor vote reported in last week's Weekly Report as possible this week will not occur. The hoped-for funding agreement fell through, and Treasury Domestic Finance and Legislative Affairs staff are attempting to work out a new compromise with Congressmen Miller and Zabrowski.

C. Press

Boston World Feature on the FMS: The Boston World is expected to publish on Thursday, September 9 a feature story on greatly increased efficiency in New England area offices of the U.S. Fish and Wildlife Service due to the adoption of new accounting techniques developed by FMS. Fish and Wildlife officials credit FMS's ideas with their ability to devote more resources to the field, resulting in better conservation throughout the region.

III Additional Information

A. Other - Nothing to report

B. Personnel Actions

1. Positions to be filled: DAS for Agricultural Banking
2. Candidates interviewed: Ralph Hefferpenny, Mary "Dusty" Fields, Horace Corneater
3. Other interviews planned: Alice Sowseed, Harvey Plowbucks, Josephine Cashcrop

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TESTIMONY & BRIEFING BOOKS (Secretary/DS)

Divider Title: _____

TESTIMONY AND BRIEFING BOOKS (For Secretary and Deputy Secretary)

General

- All of the Secretary's or Deputy Secretary's testimony materials, including the preparation schedule, the statement, the briefing book, and briefings will be coordinated by the Executive Secretariat, in conjunction with Legislative Affairs, and the appropriate Departmental Offices or Bureaus.

Deadline

- Draft Congressional testimony for the Secretary or Deputy Secretary should be submitted on disc and hard copy to the Executive Secretariat (Room 3413) for internal and external clearances at least five working days in advance of the hearing.
- Final testimony to be released to the Hill should be submitted to the Executive Secretariat (Room 3413) two working days before the hearing.
- Oral, reading testimony for the Secretary or Deputy Secretary should be submitted in large, orator print (on speech cards) to the Executive Secretariat (Room 3413) by 3:00 p.m. the day before the hearing.
- Briefing books should be submitted to the Executive Secretariat (Room 3419) one week before the hearing.

Clearances

- The Executive Secretariat will secure all internal and external clearances of all testimony (including that of the Office of Management and Budget).
- A completed clearance sheet should be attached to the Executive Secretary's copy of briefing books for the Secretary or Deputy Secretary.

Copies

- Provide three copies of the briefing book to the Executive Secretariat (Room 3419).
- Provide three copies of the draft and three copies of the oral and final testimony to the Executive Secretariat (Room 3419).

Schedule

- A schedule will be developed for each testimony appearance of the Secretary or Deputy Secretary which outlines deadlines for preparation of briefing materials and testimony.

Briefing Books

- The Executive Secretary, in conjunction with Legislative Affairs, will assign the appropriate Departmental Office with the responsibility of assembling a briefing book for the Secretary or Deputy Secretary, and will task out the materials needed for this book.
- The Executive Secretary will also provide guidance on the content and format of the briefing book.
- The books should contain a Table of Contents followed by tabs labeled by subject.
- The main content of the book should be short factual descriptions of key issues (example follows) which include facts, policy positions, and selective statistics. Behind each tab labeled by subject should be a summary page which contains all basic information on a particular topic that the Secretary or Deputy Secretary can refer to easily during the hearing.
- Fact sheets on individual issues which contain additional information other than that which was provided in the summary sheet can follow the summary sheet, if necessary.
- Specific Qs & As on key issues can also be prepared for responses to particular questions which may be raised in the hearing, which have been covered in the press reports, or which have been raised by other Cabinet members.
- **Place each Q & A on a separate page, and indicate at the top of the page which Member(s) is likely to ask question, when possible.**
- Include the name of the Office preparing the Qs & As or fact sheet and the date on the bottom right hand corner.
- Use a soft-sided cover for the Secretary's copy of the briefing book

Testimony

- The Executive Secretary, in conjunction with Legislative Affairs, will assign responsibility to the appropriate Departmental Office or Bureau for drafting the initial statement for the Secretary or Deputy Secretary.

Testimony Format

- Oral, reading versions of the testimony should be typed in large, orator print. Small cards (8" x 4.5") should be used for testimony which will be delivered standing. Larger cards (8.5" x 8.25") should be used for testimony which will be delivered sitting. More detailed specifications for the cards are described below.

SPEECH CARDS

- For all cards, use a thick, 18 point font (such as Presentation 18).
- Text should be in all caps.
- Delivery place and date should be at the top of the first card.
- Cards should be numbered
- Thick card stock (available from print shop) can be used to produce the cards. The paper comes in letter size (8.5" x 11") and must be cut to the appropriate size.

Briefing Meetings

- The Executive Secretary, in conjunction with Legislative Affairs, will coordinate briefings for the Secretary or Deputy Secretary in preparation for hearings.

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SAMPLE

Divider Title: _____

STATEMENT OF TREASURY SECRETARY LLOYD BENTSEN
HOUSE COMMITTEE ON BANKING, FINANCE AND URBAN AFFAIRS
MARCH 16, 1993 -- 2129 RAYBURN HOB

**MR. CHAIRMAN, MEMBERS OF THE COMMITTEE:
I AM PLEASED TO TESTIFY TODAY ON THE
ADMINISTRATION'S OBJECTIVES FOR THE SAVINGS
AND LOAN CLEANUP AND THE FUNDS THAT WILL
BE NECESSARY TO FULFILL THE GOVERNMENT'S
DEPOSIT INSURANCE COMMITMENT.**

**THIS IS MY FIRST APPEARANCE BEFORE THIS
COMMITTEE AS SECRETARY OF THE TREASURY.
MR. CHAIRMAN, YOU AND I HAVE WORKED
TOGETHER FOR MANY YEARS AS COLLEAGUES
AND FELLOW TEXANS. I LOOK FORWARD TO
CONTINUING OUR PRODUCTIVE RELATIONSHIP.
AND CONGRESSMAN LEACH, I CONGRATULATE
YOU ON BECOMING RANKING MEMBER OF THE
COMMITTEE. THIS COMMITTEE HAS MANY NEW
MEMBERS, AND I LOOK FORWARD TO WORKING
WITH ALL OF YOU IN A TRULY BIPARTISAN SPIRIT.**

-1-

**LMB-STATEMENT WITH PANETTA BEFORE PRESS
CONF. 5-14-93**

**GOOD MORNING. I WANT TO SAY A FEW
WORDS ABOUT THE PROGRESS WE'VE SEEN IN
PASSING THE LARGEST DEFICIT CUT IN
HISTORY.**

**FOR TWELVE YEARS THERE'S BEEN AN
UNWILLINGNESS IN WASHINGTON TO DO ANYTHING
SUBSTANTIAL ABOUT OUR DEFICIT, AND THERE'S
PLENTY OF BLAME TO GO AROUND. THE PROBLEM
HAS GOTTEN WORSE AND WORSE.**

-1-

SAMPLE SPEECH CARD: STANDING DELIVERY (8" x 4.5")

Windows Macro: speech

DOS Macro: Alt + S

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TESTIMONY (other Treasury staff)

Divider Title: _____

TESTIMONY AND BRIEFING BOOKS

(For Other Treasury Staff)

General

- In addition to testimony to be delivered by the Secretary or Deputy Secretary, the Executive Secretariat will also secure all internal and external clearance for testimony to be delivered by other Treasury staff

Deadline

- Draft Congressional testimony for other Treasury staff should be submitted to the Executive Secretariat (Room 3413) for internal and external clearances at least five working days in advance of the hearing.
- Final testimony to be released to the Hill should be submitted to the Executive Secretariat (Room 3413) two working days before the hearing.

Copies

- Provide three copies of the draft and three copies of the final testimony to the Executive Secretariat (Room 3413).

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SPEECHES

Divider Title: _____

SPEECHES

General

Secretary

- The Secretary's speeches for all public events will be assigned to the Office of Public Affairs by the Executive Secretariat.
- The Assistant Secretary for Public Affairs will coordinate with the Chief of Staff's Office and the appropriate Departmental Offices and Bureaus to determine content, length, and type of speech and will assign the appropriate policy office with drafting responsibilities.

Deputy Secretary

- The Deputy Secretary's speeches for all public events will be assigned by his office or by the Executive Secretary to the appropriate Departmental Policy Office or Bureau for drafting.

Under Secretaries/Assistant Secretaries

- In order to present a cohesive set of themes in the Department as well as to avoid public speeches that are not coordinated within the Department, all written speeches by Under Secretaries or Assistant Secretaries should be provided to the Executive Secretary.

Deadline

Secretary/Deputy Secretary

- Draft speeches for the Secretary or Deputy Secretary should be submitted to the Executive Secretariat (Room 3419) for internal and external clearances two working days before the event.
- Oral, reading versions of the speech should be submitted in large, orator print on appropriate cards (see "Format") to the Executive Secretariat (Room 3419) by 3:00 p.m. the day before the event.
- Final versions of the speech for print should be submitted to the Executive Secretariat (Room 3419) following the event.

Under Secretaries/ Assistant Secretaries

- Written speeches to be given by Under Secretaries or Assistant Secretaries should be provided to the Executive Secretariat (Room 3419) at least two working days prior to the event.

Clearances

Secretary/Deputy Secretary

- The Executive Secretary will obtain internal and external clearances of the Secretary and Deputy Secretary speeches and return the comments to the appropriate office to finalize the speech.
- A list of all Departmental Offices and Bureaus (with contact noted) recommended for clearance should be attached to the speech.

Copies

Secretary/Deputy Secretary

- Three copies plus the original of the all draft speeches for Secretary or Deputy Secretary should be submitted to the Executive Secretariat (Room 3419).
- One copy plus the original of the oral, reading version of the speech should be submitted to the Executive Secretariat (Room 3419).
- Three copies of the final version of the speech should be submitted to the Executive Secretariat (Room 3419) following the event.

Under Secretaries/Assistant Secretaries

- Three copies of written speeches to be delivered by Under Secretaries or Assistant Secretaries should be delivered to the Executive Secretariat (Room 3419).
- Provide a final copy of the speech as delivered to Public Affairs.

Format

Secretary/Deputy Secretary

- Oral, reading versions of the speech should be typed in large, orator print. Small cards (8" x 4.5") should be used for speeches which will be delivered standing. Larger cards (8.5"x 8.25") should be used for speeches which will be delivered sitting. More detailed specifications for the speech cards are described below.

SPEECH CARDS

- For all cards, use a thick, 18 point font (such as Presentation 18).
 - Text should be in all caps.
 - Delivery place and date should be at the top of the first card.
 - Cards should be numbered
 - Thick card stock (available from print shop) can be used to produce the cards. The paper comes in letter size (8.5" x 11") and must be cut to the appropriate size.
-
- Published versions of the speech should be typed in regular type and single spaced.
 - The Office of Public Affairs is responsible for seeing that the oral version of the speech is typed in orator style and that the printed version of the speech is printed in a form suitable for publication.

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SAMPLE SPEECH CARD: STANDING DELIVERY (8" x 4.5")

Windows Macro: speech

DOS Macro: Alt + S

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PRESS RELEASES & PUBLICATIONS

Divider Title: _____

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REGULATIONS

Divider Title: _____

REGULATIONS

General

- For a detailed and comprehensive description of the preparation and clearance of regulations, see TD 28-01 (which can be obtained from the Office of the Associate General Counsel).
- All Treasury regulations must be approved by the Executive Secretary prior to being transmitted to the Federal Register or other issuance. The term "regulation" is not limited to regulations published in the Federal Register (see TD 28-01).
- Approved regulations will be returned to the originating Departmental Office or Bureau through the Associate General Counsel.
- Departmental Offices and Bureaus are responsible for filing regulations with the Federal Register.

Deadline

- After regulations are received with appropriate clearances and information the Executive Secretary normally will approve the regulation within three working days. If expedited approval is requested, a note to the Executive Secretary should indicate the deadline and explain the basis for the request. Highlight the note with a red dot to indicate urgency.
- If expedited approval is required for a regulation that is subject to OMB review, Departmental Offices and Bureaus should consult with the Associate General Counsel as early as possible.

Clearances

- Originating Bureaus are responsible for clearing regulations with the appropriate policy office in the Departmental Offices; originating Departmental Offices are responsible for clearing regulations with other Departmental Office. (For example, a regulation with international consequences must be cleared with OASIA.)
- The Executive Secretariat ensures that regulations are coordinated with appropriate Departments Offices and Bureaus and are consistent with Treasury policy.
- The Executive Secretary is responsible for advising Public Affairs of pending regulations, when appropriate.
- The General Counsel is responsible for coordinating Treasury regulations with the Office of Management and Budget.

Copies

- The original of the regulation and three copies plus the original of the cover memorandum should be submitted to the Executive Secretariat (Room 3419).
- Regulation submitted to the Executive Secretary for review must be accompanied by the materials specified in "Appendix A" of TD 28-01. Generally, review packages must contain:
 - 1) a completed clearance sheet (see "Clearance" section under "General" tab);
 - 2) a cover memorandum (**see sample**) that fully, clearly, and succinctly (i) describes the proposed regulation, (ii) explains the reason it is being issued, (iii) indicates whether any political or media interest has been expressed in the subject matter of the regulation, and (iv) lists any correspondence received by Treasury concerning the regulation; and
 - 3) other necessary materials (for example, submission for OMB) as required by "Appendix A" to TD 28-01.

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

May 30, 1993[date memo written]

MEMORANDUM FOR EDWARD S. KNIGHT
EXECUTIVE SECRETARY AND
SENIOR ADVISOR TO THE SECRETARY

FROM: (Name)
Assistant Secretary (Office)

SUBJECT: Final regulations under sections 702 and 1366
regarding separate accounting for expenses

Attached for transmission to the Federal Register are final regulations under sections 702 and 1366. These regulations provide special effective date rules relating to the requirement that partnerships and S corporations separately state expenses for meals, travel, and entertainment.

The Tax Reform Act of 1986 made significant changes to the rule for deducting meal, travel, and entertainment expenses. This regulation required that S corporations and partnerships account for these expenses separately. These regulations also provide a transition rule for skybox rentals.

Three letters from the public were received during the proposed rulemaking comment period, each requesting a small delay of the separate expense accounting rules. Also, one congressional letter was received which called this regulation highly controversial because of the special treatment for skybox rentals. No public hearing was requested or held.

We recommend that you do [or do not] bring the regulation to the attention of the Secretary or Deputy Secretary.

We do not believe this regulation will generate much press coverage or controversy because it closely implements the law.

RECOMMENDATION:

Approve for transmittal to the Federal Register.

_____ Approve _____ Disapprove _____ Let's Discuss

_____ Date

Reviewer Comments: _____

SAMPLE COVER MEMORANDUM: REGULATIONS

Windows Macro: cover

DOS Macro: Alt + C

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INTERAGENCY MATERIALS & ATTENDANCE

Divider Title: _____

INTERAGENCY MATERIALS AND ATTENDANCE

Materials

- White House and Interagency meeting notifications, agendas, and background materials are routinely transmitted to the Executive Secretary.
- The Executive Secretariat will process the papers and assign action to the relevant policy office.
- The action office must prepare appropriate briefing materials and, in addition, determine proper level of attendance.

Procedure

- The Executive Secretariat will be responsible for notifying the host organization of Treasury's attendee(s) at the meeting.
- Telephone the Executive Secretariat (622-0064) with the names of individuals who will be representing the Department.
- The Executive Secretariat will then forward this information to the proper point of contact at the White House or other agency.

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WHITE HOUSE REFFERALS

Divider Title: _____

WHITE HOUSE REFERRALS

General

- Treasury receives requests from the White House for draft language to use in replying to letters received by the President.
- The Executive Secretariat receives these White House requests, logs in the materials, and assigns action to the appropriate office within Treasury.
- The draft language does not need to be accompanied by an action memorandum, but it does need to be accompanied by a transmittal memorandum for the initials of the Executive Secretary. (see sample)
- A policy contact person (and number) should be included on the bottom of the draft letter. The White House may want to call with specific policy questions about the reply.

Deadline

- The completed draft, along with a transmittal memoranda for the Executive Secretary's signature, should be delivered to the Executive Secretariat (Room 3419) by the due date on the task assignment memorandum.
- The White House expects a 48-hour turnaround on these referrals.

Clearances

- The originating office is responsible for obtaining all Departmental clearances prior to submitting to the Executive Secretariat (Room 3419).
- Legislative Affairs should clear all draft language for the President's use in replying to Members of Congress.
- A completed clearance sheet should be included in package.
- Refer to "Clearance" section under "General" tab for more information and examples.

Packaging of Materials

- Cover the original material with a plastic sheet to protect the document. Place on right side of the folder.
- Attach tab(s), as necessary.

- Place copies on left side of folder (see below)
- The completed original clearance sheet should be attached to the left side of the package on top of the copies.

Copies

- Five copies plus the original of the memorandum and letter should be provided to the Executive Secretariat (Room 3419).
- Copies of the completed clearance sheet should be included in all copies of the memorandum submitted to the Executive Secretariat.

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SAMPLE

Divider Title: _____



DEPARTMENT OF THE TREASURY
WASHINGTON

June 15, 1993

MEMORANDUM FOR HOWARD PASTER
ASSISTANT TO THE PRESIDENT FOR
LEGISLATIVE AFFAIRS

FROM: Edward S. Knight
Executive Secretary and
Senior Advisor to the Secretary

SUBJECT: Reply to Representative Shephard

Attached is draft language you requested for the President's reply to Representative Shephard's May 12, 1993 letter regarding the tariff on minivans.

Please let me know if we can be of further assistance.

Attachment

Staff Contact: Bonnie Gore (2-5555)

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APPENDIX

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A

Divider Title: _____

U.S. HOUSE OF REPRESENTATIVES

2/25/93

Abercrombie, Neil	_____
Ackerman, Gary L.	_____
Allard, Wayne	_____
Andrews, Michael A.	<u>Mike</u>
Andrews, Robert E.	_____
Andrews, Thomas H.	_____
Applegate, Douglas	_____
Archer, Bill	<u>Bill</u>
Armey, Richard K.	_____
Bacchus, Jim	<u>Jim</u>
Bachus, Spencer T., III	_____
Baesler, Scotty	_____
Baker, Richard H.	_____
Baker, William P.	_____
Ballenger, Cass	_____
Barka, Peter	_____
Barcia, James A.	_____
Barlow, Tom J. III	_____
Barrett, Thomas M.	_____
Barrett, William	_____
Bartlett, Roscoe G.	_____
Barton, Joe L.	<u>Joe</u>
Bateman, Herbert H.	_____
Becerra, Xavier	_____
Beilenson, Anthony C.	_____
Bentley, Helen Delich	_____
Bereuter, Douglas K.	_____
Berman, Howard L.	_____
Bevill, Tom	_____
Bilbray, James H.	_____
Bilirakis, Michael	_____
Bishop, Sanford D., Jr.	_____
Blackwell, Lucien	_____
Bliley, Thomas J., Jr.	_____
Blute, Peter I.	_____
Boehlert, Sherwood L.	_____
Boehner, John A.	_____
Bonilla, Henry	<u>Henry</u>
Bonior, David E.	<u>Dave</u>
Borski, Robert A.	_____
Boucher, Frederick C.	_____
Brewster, William	_____
Brooks, Jack	<u>Jack</u>
Browder, Glen	_____
Brown, Corrine	_____
Brown, George E., Jr.	_____

Brown, Sherrod	
Bryant, John	<u>John</u>
Bunning, Jim	
Burton, Dan	
Buyer, Stephen E.	
Byrne, Leslie L.	
Callahan, Sonny	
Calvert, Kenneth	
Camp, David	
Canady, Charles T.	
Cantwell, Maria E.	
Cardin, Benjamin	
Carr, Bob	<u>Bob</u>
Castle, Michael N.	
Chapman, Jim	<u>Jim</u>
Clay, William	
Clayton, Eva M.	
Clement, Bob	
Clinger, William F., Jr.	
Clyburn, James E.	
Coble, Howard	
Coleman, Ronald D.	<u>Ron</u>
Collins, Barbara Rose	
Collins, Cardiss	
Collins, Michael A. (Mac)	
Combest, Larry	<u>Larry</u>
Condit, Gary	
Conyers, John, Jr.	
Cooper, Jim	
Coppersmith, Sam	
Costello, Jerry F.	
Cox, Christopher	
Coyne, William J.	
Cramer, Robert (Bud)	
Crane, Philip M.	
Crapo, Michael D.	
Cunningham, Randy (Duke)	
Danner, Pat	
Darden, George (Buddy)	
Deal, Nathan J.	
DeFazio, Peter A.	
de la Garza, E. (Kika)	<u>Kika</u>
DeLauro, Rosa	
DeLay, Thomas D.	
Dellums, Ronald V.	<u>Ron</u>
De Lugo, Ron	
Derrick, Butler	
Deutsch, Peter R.	
Diaz-Balart, Lincoln	
Dickey, Jay W.	
Dicks, Norman D.	<u>Norm</u>
Dingell, John D.	<u>John</u>

Dixon, Julian C.	
Dooley, Calvin	
Doolittle, John T.	
Dornan, Robert K.	
Dreier, David	
Duncan, John J.	
Dunn, Jennifer B.	
Durbin, Richard J.	
Edwards, Chet	<u>Chet</u>
Edwards, Don	<u>Don</u>
Emerson, Bill	
Engel, Eliot L.	
English, Glenn	<u>Glenn</u>
English, Karan	
Eshoo, Anna G.	
Evans, Lane	
Everett, R. Terry	
Ewing, Thomas	
Faleomavaega, Eni F.H.	
Farr, Sam	
Fawell, Harris W.	
Fazio, Vic	<u>Vic</u>
Fields, Cleo	
Fields, Jack	<u>Jack</u>
Filner, Robert	
Fingerhut, Eric D.	
Fish, Hamilton, Jr.	
Flake, Floyd H.	
Foglietta, Thomas M.	
Foley, Thomas S.	<u>Mr. Speaker</u>
Ford, Harold E.	
Ford, William D.	
Fowler, Tillie K.	
Frank, Barney	<u>Barney</u>
Franks, Gary A.	
Franks, Robert D.	
Frost, Martin	<u>Martin</u>
Furse, Elizabeth	
Gallegly, Elton	
Gallo, Dean A.	
Gejdenson, Sam	
Gekas, George W.	
Gephardt, Richard A.	<u>Dick</u>
Geren, Pete	<u>Pete</u>
Gibbons, Sam	
Gilchrest, Wayne T.	
Gillmor, Paul E.	
Gilman, Benjamin A.	
Gingrich, Newt	
Glickman, Dan	<u>Dan</u>
Gonzalez, Henry B.	<u>Henry</u>
Goodlatte, Robert W.	

Goodling, William F.	
Gordon, Bart	
Goss, Porter J.	
Grams, Rodney D.	
Grandy, Fred	
Green, Gene	<u>Gene</u>
Greenwood, James C.	
Gunderson, Steve	
Gutierrez, Luis V.	
Hall, Ralph M.	<u>Ralph</u>
Hall, Tony P.	<u>Tony</u>
Hamburg, Dan	
Hamilton, Lee H.	<u>Lee</u>
Hancock, Mel	
Hansen, James V.	
Harman, Jane Frank	<u>Jane</u>
Hastert, J. Dennis	
Hastings, Alcee L.	
Hayes, James A.	
Hefley, Joel	
Hefner, W.G. (Bill)	
Henry, Paul B.	
Herger, Wally	
Hilliard, Earl	
Hinchey, Maurice D.	
Hoagland, Peter	
Hobson, David	
Hochbrueckner, George J.	
Hoekstra, Peter	
Hoke, Martin R.	
Holden, Timothy	
Horn, Steve	
Houghton, Amory, Jr.	
Hoyer, Steny H.	<u>Steny</u>
Huffington, Michael	
Hughes, William J.	
Hunter, Duncan	
Hutchinson, Tim	
Hutto, Earl	
Hyde, Henry J.	
Inglis, Bob	
Inhofe, James M.	
Inslee, Jay R.	
Istook, Ernest Jim	
Jacobs, Andrew, Jr.	<u>Andy</u>
Jefferson, William J.	
Johnson, Don	
Johnson, Eddie Bernice	<u>Eddie Bernice</u>
Johnson, Nancy L.	
Johnson, Sam	
Johnson, Timothy P.	
Johnston, Harry A.	

Kanjorski, Paul E.	
Kaptur, Marcy	<u>Marcy</u>
Kasich, John R.	
Kennedy, Joseph P., II	
Kennelly, Barbara B.	<u>Barbara</u>
Kildee, Dale E.	
Kim, Jay C.	
King, Peter T.	
Kingston, Jack	
Kleczka, Gerald D.	
Klein, Herbert C.	
Klink, Ron	
Klug, Scott L.	
Knollenberg, Joseph	
Kolbe, Jim	<u>Jim</u>
Kopetski, Mike	
Kreidler, Mike	
Kyl, Jon L.	
LaFalce, John J.	
Lambert, Blanche	
Lancaster, H. Martin	
Lantos, Tom	<u>Tom</u>
LaRocco, Larry	
Laughlin, Gregory H.	<u>Greg</u>
Lazio, Rick A.	
Leach, Jim	<u>Jim</u>
Lehman, Richard H.	
Levin, Sander M.	
Levy, David A.	
Lewis, Jerry	
Lewis, John R.	
Lewis, Tom	
Lightfoot, Jim	<u>Jim</u>
Linder, John	
Lipinski, William O.	
Livingston, Bob	
Lloyd, Marilyn	
Long, Jill	<u>Jill</u>
Lowey, Nita M.	
Machtley, Ron	
Maloney, Carolyn B.	
Mann, David S.	
Manton, Thomas J.	
Manzullo, Donald	
Margolies-Mezvinsky, Marjorie	
Markey, Edward J.	
Martinez, Matthew G.	
Matsui, Robert T.	<u>Bob</u>
Mazzoli, Romano L.	
McCandless, Alfred A.	
McCloskey, Frank	
McCollum, Bill	

McCrery, Jim	
McCurdy, Dave	<u>Dave</u>
McDade, Joseph M.	
McDermott, James A.	
McHale, Paul	
McHugh, John M.	
McInnis, Scott	
McKeon, Howard P. (Buck)	
McKinney, Cynthia	
McMillan, J. Alex	
McNulty, Michael R.	
Meehan, Martin T.	
Meek, Carrie P.	<u>Carrie</u>
Menendez, Robert	
Meyers, Jan	
Mfume, Kweisi	
Mica, John L.	
Michel, Robert H.	<u>Bob</u>
Miller, Dan	
Miller, George	<u>George</u>
Mineta, Norman Y.	<u>Norm</u>
Minge, David	
Mink, Patsy	<u>Patsy</u>
Moakley, Joe	
Molinari, Susan	
Mollohan, Alan B.	
Montgomery, G.V. (Sonny)	<u>Sonny</u>
Moorhead, Carlos J.	<u>Carlos</u>
Moran, James P., Jr.	<u>Jim</u>
Morella, Constance A.	<u>Connie</u>
Murphy, Austin J.	
Murtha, John P.	<u>John</u>
Myers, John T.	
Nadler, Jerrold	
Natcher, William H.	<u>Bill</u>
Neal, Richard E.	
Neal, Stephen L.	
Norton, Eleanor Holmes	
Nussle, Jim	
Oberstar, James L.	<u>Jim</u>
Obey, David R.	<u>Dave</u>
Olver, John W.	
Ortiz, Solomon P.	<u>Solomon</u>
Orton, Bill	
Owens, Major R.	
Oxley, Michael G.	
Packard, Ronald	
Pallone, Frank E.	
Parker, Mike	
Pastor, Ed	
Paxon, L. William	
Payne, Donald M.	

Payne, Lewis S.
Pelosi, Nancy
Penny, Timothy J.
Peterson, Collin C.
Peterson, Douglas (Pete)
Petri, Thomas E.
Pickett, Owen B.
Pickle, J.J.
Pombo, Richard
Pomeroy, Earl
Porter, John Edward
Poshard, Glenn W.
Price, David E.
Pryce, Deborah
Quillen, James H.
Quinn, Jack
Rahall, Nick, II
Ramstad, Jim
Rangel, Charles B.
Ravenel, Arthur, Jr.
Reed, John F.
Regula, Ralph
Reynolds, Mel
Richardson, Bill
Ridge, Thomas J.
Roberts, Pat
Roemer, Timothy J.
Rogers, Harold
Rohrabacher, Dana
Romero-Barcelo, Carlos A.
Ros-Lehtinen, Ileana
Rose, Charles
Rostenkowski, Dan
Roth, Toby
Roukema, Marge
Rowland, J. Roy
Roybal-Allard, Lucille
Royce, Ed
Rush, Bobby L.
Sabo, Martin Olav
Sanders, Bernard
Sangmeister, George E.
Santorum, Rick
Sarpalius, William C.
Sawyer, Thomas C.
Saxton, Jim
Schaefer, Daniel
Schenk, Lynn
Schiff, Steve
Schroeder, Patricia
Schumer, Charles E.
Scott, Bobby

Nancy

Tim

Jake

Charlie

Bill

Charlie

Dan

Bill

Lynn

Pat

Sensenbrenner, F. James, Jr.
Serrano, Jose
Sharp, Philip R.
Shaw, E. Clay, Jr.
Shays, Christopher
Shepherd, Karen
Shuster, Bud
Sisisky, Norman
Skaggs, David E.
Skeen, Joe
Skelton, Ike
Slattery, Jim
Slaughter, Louise M.
Smith, Christopher H.
Smith, Lamar S.
Smith, Neal
Smith, Nick
Smith, Robert F.
Snowe, Olympia J.
Solomon, Gerald B.H.
Spence, Floyd
Spratt, John M., Jr.
Stark, Fortney H. (Pete)
Stearns, Clifford B.
Stenholm, Charles W.
Stokes, Louis
Strickland, Ted
Studds, Gerry E.
Stump, Bob
Stupak, Bart
Sundquist, Don
Swett, Dick
Swift, Al
Synar, Mike
Talent, James M.
Tanner, John S.
Tauzin, W.J. (Billy)
Taylor, Charles H.
Taylor, Gene
Tejeda, Frank
Thomas, Craig
Thomas, William M.
Thompson, Bennie (Miss)
Thornton, Ray
Thurman, Karen L.
Torkildsen, Peter G.
Torres, Esteban Edward
Torricelli, Robert G.
Towns, Edolphus
Traficant, James A., Jr.
Tucker, Walter R., III
Underwood, Robert

Bud

Lamar

Pete

Charlie

Frank

Unsoeld, Jolene	_____
Upton, Fredrick S.	_____
Valentine, Tim	_____
Velazquez, Nydia M.	_____
Vento, Bruce F.	_____
Visclosky, Peter J.	_____
Volkmer, Harold L.	_____
Vucanovich, Barbara F.	_____
Walker, Robert S.	_____
Walsh, James T.	_____
Washington, Craig A.	<u>Craig</u>
Waters, Maxine	_____
Watt, Melvin	_____
Waxman, Henry A.	_____
Weldon, W. Curtis	_____
Wheat, Alan	_____
Whitten, Jamie L.	<u>Jamie</u>
Williams, Pat	_____
Wilson, Charles	<u>Charlie</u>
Wise, Robert E., Jr.	_____
Wolf, Frank R.	_____
Woolsey, Lynn	_____
Wyden, Ron	<u>Ron</u>
Wynn, Albert	_____
Yates, Sidney R.	_____
Young, C.W. (Bill)	_____
Young, Don	_____
Zeliff, Bill	_____
Zimmer, Dick	_____

UNITED STATES SENATE

2/25/93

Akaka, Daniel K.	<u>Dan</u>
Baucus, Max	<u>Max</u>
Bennett, Robert F.	
Biden, Joseph R., Jr.	<u>Joe</u>
Bingaman, Jeff	<u>Jeff</u>
Bond, Christopher S. (Kit)	<u>Kit</u>
Boren, David L.	<u>David</u>
Boxer, Barbara	<u>Barbara</u>
Bradley, Bill	<u>Bill</u>
Breaux, John B.	<u>John</u>
Brown, Hank	<u>Hank</u>
Bryan, Richard H.	<u>Dick</u>
Bumpers, Dale	<u>Dale</u>
Burns, Conrad	<u>Conrad</u>
Byrd, Robert C.	<u>Bob</u>
Campbell, Ben Nighthorse	<u>Ben</u>
Chafee, John H.	<u>John</u>
Coats, Daniel R.	<u>Dan</u>
Cochran, Thad	<u>Thad</u>
Cohen, William S.	<u>Bill</u>
Conrad, Kent	<u>Kent</u>
Coverdell, Paul	<u>Paul</u>
Craig, Larry	<u>Larry</u>
D'Amato, Alfonse M.	<u>Al</u>
Danforth, John C.	<u>Jack</u>
Daschle, Thomas A.	<u>Tom</u>
DeConcini, Dennis	<u>Dennis</u>
Dodd, Christopher J.	<u>Chris</u>
Dole, Robert	<u>Bob</u>
Domenici, Pete V.	<u>Pete</u>
Dorgan, Byron L.	<u>Byron</u>
Durenberger, Dave	<u>Dave</u>
Exon, J. James	<u>Jim</u>
Faircloth, Lauch	
Feingold, Russell	
Feinstein, Dianne	<u>Dianne</u>
Ford, Wendell H.	<u>Wendell</u>
Glenn, John	<u>John</u>
Gorton, Slade	<u>Slade</u>
Graham, Bob	<u>Bob</u>
Gramm, Phil	<u>Phil</u>
Grassley, Charles E.	<u>Chuck</u>
Gregg, Judd	
Harkin, Tom	<u>Tom</u>
Hatch, Orrin G.	<u>Orrin</u>
Hatfield, Mark O.	<u>Mark</u>

Heflin, Howell T.	<u>Hal</u>
Helms, Jesse A.	<u>Jesse</u>
Hollings, Ernest F.	<u>Fritz</u>
Hutchison, Kay Bailey	<u>Kay</u>
Inouye, Daniel K.	<u>Dan</u>
Jeffords, James M.	
Johnston, J. Bennett, Jr.	<u>Bennett</u>
Kassebaum, Nancy Landon	<u>Nancy</u>
Kempthorne, Dirk A.	
Kennedy, Edward M.	<u>Ted</u>
Kerrey, Robert	<u>Bob</u>
Kerry, John F.	<u>John</u>
Kohl, Herbert H.	<u>Herb</u>
Lautenberg, Frank R.	<u>Frank</u>
Leahy, Patrick J.	<u>Pat</u>
Levin, Carl	<u>Carl</u>
Lieberman, Joseph I.	<u>Joe</u>
Lott, Trent	<u>Trent</u>
Lugar, Richard G.	<u>Dick</u>
Mack, Connie	<u>Connie</u>
Mathews, Harlan	
McCain, John	<u>John</u>
McConnell, Mitch	<u>Mitch</u>
Metzenbaum, Howard M.	<u>Howard</u>
Mikulski, Barbara A.	<u>Barbara</u>
Mitchell, George J.	<u>George</u>
Moseley-Braun, Carol	<u>Carol</u>
Moynihan, Daniel Patrick	<u>Pat</u>
Murkowski, Frank H.	<u>Frank</u>
Murray, Patty	<u>Patty</u>
Nickles, Don	<u>Don</u>
Nunn, Sam	<u>Sam</u>
Packwood, Bob	<u>Bob</u>
Pell, Claiborne	<u>Claiborne</u>
Pressler, Larry	<u>Larry</u>
Pryor, David	<u>David</u>
Reid, Harry M.	<u>Harry</u>
Riegle, Donald W., Jr.	<u>Don</u>
Robb, Charles S.	<u>Chuck</u>
Rockefeller, John D. (Jay)	<u>Jay</u>
Roth, William V., Jr.	<u>Bill</u>
Sarbanes, Paul S.	<u>Paul</u>
Sasser, Jim	<u>Jim</u>
Shelby, Richard C.	<u>Dick</u>
Simon, Paul	<u>Paul</u>
Simpson, Alan K.	<u>Alan</u>
Smith, Robert	
Specter, Arlen	<u>Arlen</u>
Stevens, Ted	<u>Ted</u>
Thurmond, Strom	<u>Strom</u>
Wallop, Malcolm	<u>Malcolm</u>
Warner, John W.	<u>John</u>

Wellstone, Paul
Wofford, Harris

Paul
Harris

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B

Divider Title: _____

CABINET MEMBERS

The Honorable Mike Espy
Secretary
Department of Agriculture
Washington, D.C. 20250

Mr. Secretary

The Honorable Ronald Brown
Secretary
Department of Commerce
Washington, D.C. 20230

Ron

The Honorable
Secretary
Department of Defense
The Pentagon
Washington, D.C. 20301

The Honorable Richard W. Riley
Secretary
Department of Education
Washington, D.C. 20202

Dick

The Honorable Hazel R. O'Leary
Secretary
Department of Energy
Washington, D.C. 20585

Madame Secretary

The Honorable Donna E. Shalala
Secretary
Department of Health and
Human Services
Washington, D.C. 20201

Madame Secretary

The Honorable Henry G. Cisneros
Secretary
Department of Housing and
Urban Development
Washington, D.C. 20410

Mr. Secretary

The Honorable Bruce Babbitt
Secretary
Department of Interior
Washington, D.C. 20240

Bruce

The Honorable Janet Reno
Attorney General
Department of Justice
Washington, D.C. 20530

Madame Attorney General

The Honorable Robert B. Reich
Secretary
Department of Labor
Washington, D.C. 20210

Bob

The Honorable Warren M. Christopher
Secretary
Department of State
Washington, D.C. 20520

Mr. Secretary

The Honorable Frederico Pena
Secretary
Department of Transportation
Washington, D.C. 20590

Frederico

The Honorable Jesse Brown
Secretary
Department of Veterans Affairs
Washington, D.C. 20420

Mr. Secretary

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C

Divider Title: _____

GOVERNORS

The Honorable Jim Folsom, Jr. Governor of Alabama 11 South Union Street Montgomery, Alabama 36130 205-242-7100	(D)	
The Honorable Walter J. Hickel Governor of Alaska Court Building Room A 4th & Main Street Juneau, Alaska 99811 907-465-3500	(I)	Wally
The Honorable J. Fife Symington Governor of Arizona 1700 West Washington Phoenix, Arizona 85007 602-542-4331	(R)	
The Honorable Jim Guy Tucker Governor of Arkansas State Capitol Little Rock, Arkansas 72201 501-682-2345	(D)	Jim Guy
The Honorable Pete Wilson Governor of California State Capitol Sacramento, California 95814 916-445-2841	(R)	Pete
The Honorable Roy Romer Governor of Colorado State Capitol Denver, Colorado 80203 303-866-2471	(D)	Roy
The Honorable Lowell P. Weicker, Jr. Governor of Connecticut State Capitol Hartford, Connecticut 06106 203-566-4840	(CP)	Lowell

The Honorable Tom Carper Governor of Delaware 820 French St. Carvel State Office Building Wilmington, DE 19801 302-739-4101	(D)	
The Honorable Lawton Chiles Governor of Florida Executive Office of the Governor State Capitol Tallahassee, Florida 32399 904-488-2272	(D)	Lawton
The Honorable Zell Miller Governor of Georgia State Capitol, Room 203 Atlanta, Georgia 30334 404-656-1776	(D)	Zell
The Honorable John D. Waihee Governor of Hawaii State Capitol Honolulu, Hawaii 96813 808-586-0034	(D)	
The Honorable Cecil D. Andrus Governor of Idaho State Capitol Boise, Idaho 83720 208-334-2100	(D)	Cecil
The Honorable James Edgar Governor of Illinois State Capitol Springfield, Illinois 62706 217-782-6830	(R)	
The Honorable Evan Bayh Governor of Indiana 206 State House Indianapolis, Indiana 46204 317-232-4567	(D)	Evan
The Honorable Terry E. Branstad Governor of Iowa State Capitol Des Moines, Iowa 50319 515-281-5211	(R)	

The Honorable Joan Finney Governor of Kansas State Capitol Topeka, Kansas 66612 913-296-3232	(D)	
The Honorable Brereton C. Jones Governor of Kentucky State Capitol Frankfort, Kentucky 40601 502-564-2611	(D)	Brereton
The Honorable Edwin W. Edwards Governor of Louisiana State Capitol 4th Floor Baton Rouge, Louisiana 70804 504-342-7015	(D)	Edwin
The Honorable John R. McKernan, Jr. Governor of Maine State House, Station One Augusta, Maine 04333 207-289-3531	(R)	
The Honorable William Donald Schaefer Governor of Maryland State House Annapolis, Maryland 21401 301-974-3901	(D)	
The Honorable William F. Weld Governor of Massachusetts State House, Room 360 Boston, Massachusetts 02133 617-727-9173	(R)	
The Honorable John Engler Governor of Michigan Olds Plaza 111 S. Capitol Street Lansing, Michigan 48933 517-373-3400	(R)	
The Honorable Arne H. Carlson Governor of Minnesota 130 State Capitol St. Paul, Minnesota 55155 612-296-3391	(R)	

The Honorable Kirk Fordice Governor of Mississippi 400 High Street Jackson, Mississippi 39201 601-359-3100	(R)	
The Honorable Marc Raciot Governor of Montana 1301 E. 6th Avenue Helena, Montana 59620 406-444-3111	(R)	
The Honorable G. Benjamin Nelson Governor of Nebraska State Capitol Building Lincoln, Nebraska 68509 402-471-2244	(D)	
The Honorable Robert J. Miller Governor of Nevada State Capitol Carson City, Nevada 89710 702-687-5670	(D)	
The Honorable Stephen Merrill Governor of New Hampshire State House, Room 208 Concord, New Hampshire 03301 603-271-2121	(R)	
The Honorable James J. Florio Governor of New Jersey State House 125 West State Street Trenton, New Jersey 08625 609-292-6000	(D)	Jim
The Honorable Bruce King Governor of New Mexico State Capitol, Room 208 Sante Fe, New Mexico 87503 505-827-3000	(D)	Bruce
The Honorable Mario M. Cuomo Governor of New York The Executive Chamber State Capitol Albany, New York 12224 518-474-8390	(D)	Mario

The Honorable James B. Hunt Jr. (D) Jim
Governor of North Carolina
State Capitol
Raleigh, North Carolina 27603
919-733-4240

The Honorable Edward T. Schafer (R)
Governor of North Dakota
600 East Boulevard
Bismarck, North Dakota 58505
701-224-2200

The Honorable George Voinovich (R)
Governor of Ohio
The Riffe Center - 30th Floor
77 South High Street
Columbus, Ohio 43215
614-466-1722

The Honorable David Walters (D)
Governor of Oklahoma
State Capitol
Oklahoma City, Oklahoma 73105
405-521-2342

The Honorable Barbara Roberts (D)
Governor of Oregon
254 State Capitol
Salem, Oregon 97310
503-378-3100

The Honorable Robert P. Casey (D)
Governor of Pennsylvania
225 Main Capitol Building
Harrisburg, Pennsylvania 17120
717-787-2500

The Honorable Bruce G. Sundlun (D) Bruce
Governor of Rhode Island
State House
Providence, Rhode Island 02903
401-277-2080

The Honorable Carroll A. Campbell, Jr. (R) Carroll
Governor of South Carolina
State House - Main Street
Columbia, South Carolina 29211
803-734-9818

The Honorable Walter Dale Miller Governor of South Dakota 500 East Capitol Pierre, South Dakota 57501 605-773-3212	(R)	
The Honorable Ned Ray McWherter Governor of Tennessee State Capitol Nashville, Tennessee 37243 615-741-2001	(D)	
The Honorable Ann W. Richards Governor of Texas 1100 Congress Avenue Austin, Texas 78701 512-463-2000	(D)	Ann
The Honorable Mike Leavitt Governor of Utah 210 State Capitol Salt Lake City, Utah 84114 801-538-1000	(R)	
The Honorable Howard Dean Governor of Vermont 5th Floor, Pavilion Office Building Montpelier, Vermont 05602 802-828-3333	(D)	
The Honorable L. Douglas Wilder Governor of Virginia State Capitol 9th & Grace Street Richmond, Virginia 23219 804-786-2211	(D)	Doug
The Honorable Mike Lowry Governor of Washington Legislative Building Olympia, Washington, 98504 206-753-6780	(D)	Mike
The Honorable Gaston Caperton Governor of West Virginia State Capitol Charleston, West Virginia 25305 304-340-1600	(D)	

The Honorable Tommy G. Thompson (R)
Governor of Wisconsin
State Capitol
Madison, Wisconsin 53702
608-266-1212

The Honorable Michael Sullivan (D)
Governor of Wyoming
State Capitol
Cheyenne, Wyoming 82002
307-777-7434

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D

Divider Title: _____

ADDRESS LINES FOR CONGRESSIONAL MAIL

Capacity as Member

The Honorable Dale Kildee
U.S. House of Representatives
Washington, DC 20515

The Honorable Dale Bumpers
United States Senate
Washington, DC 20510

Capacity as Committee Member

The Honorable Nancy Johnson
Committee on Ways and Means
U.S. House of Representatives
Washington, DC 20515

The Honorable Dianne Feinstein
Committee on the Judiciary
United States Senate
Washington, DC 20510

Capacity as Committee Leader

The Honorable Dan Rostenkowski
Chairman
Committee on Ways and Means
U.S. House of Representatives
Washington, DC 20515

The Honorable Jim Sasser
Chairman
Committee on the Budget
United States Senate
Washington, DC 20510

The Honorable Bill Archer
Ranking Republican
Committee on Ways and Means
U.S. House of Representatives
Washington, DC 20515

The Honorable Pete Domenici
Ranking Republican
Committee on the Budget
United States Senate
Washington, DC 20510

Capacity as Subcommittee Leader

The Honorable Steny Hoyer
Chairman
Subcommittee on Treasury, Postal
Service, and General Government
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

The Honorable Dennis DeConcini
Chairman
Subcommittee on Treasury, Postal
Service, and General Government
Committee on Appropriations
United States Senate
Washington, DC 20510

The Honorable Jim Lightfoot
Ranking Republican
Subcommittee on Treasury, Postal
Service, and General Government
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

The Honorable Christopher Bond
Ranking Republican
Subcommittee on Treasury, Postal
Service, and General Government
Committee on Appropriations
United States Senate
Washington, DC 20510

Capacity as House or Senate Leader (Majority)

The Honorable Thomas Foley
Speaker
U.S. House of Representatives
Washington, DC 20515

The Honorable Richard Gephardt
Majority Leader
U.S. House of Representatives
Washington, DC 20515

The Honorable George Mitchell
Majority Leader
United States Senate
Washington, DC 20510

The Honorable David Bonior
Majority Whip
U.S. House of Representatives
Washington, DC 20515

The Honorable Wendell Ford
Majority Whip
United States Senate
Washington, DC 20510

Capacity as House or Senate Leader (Minority)

The Honorable Robert Michel
Republican Leader
U.S. House of Representatives
Washington, DC 20515

The Honorable Robert Dole
Republican Leader
United States Senate
Washington, DC 20510

The Honorable Newt Gingrich
Republican Whip
U.S. House of Representatives
Washington, DC 20515

The Honorable Alan Simpson
Republican Whip
United States Senate
Washington, DC 20510