

THE WHITE HOUSE
WASHINGTON

January 15, 2001

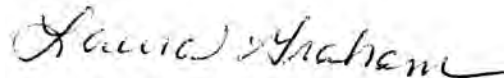
Dear Mr. President,

I just wanted to take this opportunity to thank you for everything. It has been a tremendous honor and pleasure to work for you these past five years. Your tireless dedication and determination to ensure a better life for all Americans, as well as for people throughout the world, has truly been an inspiration. I have enjoyed every moment of every day, learning from you and this incredibly talented and dedicated team, what the true definition of public service is.

I am truly grateful to have served for a President who did so much and cared for people who, until now, have gone unnoticed. I want you to know your efforts have made a difference to my family, and for that I cannot thank you enough. Thank you for your vision, inspiration and the wonderful opportunity to be part of a team that made such a difference.

I look forward to continue working with you and wish you all the best in the coming years. God bless you and your family.

Sincerely,

A handwritten signature in cursive script, reading "Laura A. Graham". The signature is written in dark ink and is positioned above the printed name.

Laura A. Graham

January 15, 2001

Dear Mr. President,

Your leadership has been the drive and inspiration behind the remarkable progress in this country over the past eight years. It has been the highest honor to serve with your administration and I thank you for the unique opportunity to have worked for you.

If I was asked years ago to suspend my disbelief for just one moment, and imagine that someone like me could make her way out of New York's inner city, I would have decided that the odds were heavily stacked against my success. However, Prep for Prep, a scholarship program for underprivileged minority students, afforded me the life-changing opportunity to earn an elite education and become the first in my immigrant family to earn a college degree. Given the gift of a college education, I majored in Economics and Public Policy and minored in African American Studies. I also traveled abroad for a summer to Oxford to study Modern British Politics with the Director of the Rhodes Scholarship. Even then it was an inspiration to me to know that you once used the same libraries and walked the same Oxford streets, travelling all the way from Hope, Arkansas to Oxford, England and later to the White House.

When I graduated from Duke University in May 1999, Prep for Prep continued to open doors for me, and this time to the White House as an intern in the Community Empowerment Board in the Office of the Vice President. There I saw how your administration reached out to those where help was needed most; in the underserved rural and urban areas of America. By establishing the CEB you provided assistance to millions of Americans who were not yet direct beneficiaries from the healthy economy, new jobs and booming stock market. Through my internship, I realized that my life's calling was in public service, and, instead of moving back to New York, I stayed in Washington to work for Director McCaffrey at ONDCP. Once again, I was able to see policy at work - eradicating illegal drug crops, providing treatment to addicts and educating children about the harms and consequences of using illegal drugs, alcohol and tobacco.

Beyond the policy proposals and charts, and beyond Washington, D.C., I witnessed how your Administration truly improved people's lives, including those not always represented in the decision-making process. My current position in Public Liaison gave me more insight to the range of your Administration's achievements, from hate crimes and H1-B legislation to passing the Violence Against Women Act and even normalizing trade relations with China. Every morning over these past months, when I walked into Mary Beth Cahill's office, I read a motto on her wall that reminds me, "*To be fully alive is to work for the common good.*" I believe you and your Administration embody this statement, and I am grateful for the opportunity to have worked with and learned from you and your distinguished staff.

I salute you for your undying commitment to the American people and thank you for your guidance, vision and leadership. May God continue to bless you and your family.

Very respectfully,

Rhonda S. Binda

Rhonda S. Binda

THE WHITE HOUSE
WASHINGTON

January 15, 2001

Dear Mr. President:

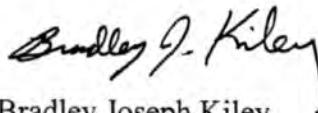
It has been a high honor to serve you in this Administration and at the Democratic National Committee over these past eight years. You have made us all strive for a better tomorrow. Your leadership, vision and hard work have allowed all of us to leave this place with our head held high, knowing that the country is better than when you were first inaugurated.

I moved to Washington in 1983 to work for the DNC, dreaming that one day I would have the chance to be part of history. I have been had the distinct honor of serving you as Director of Finance and Administration for the 1996 Democratic National Convention, Director of Operations at the DNC and now as Deputy Assistant to the President for Management and Administration.

You have touched so many lives; inspiring people to not just dream of a better tomorrow, but to work towards a better tomorrow. Though we are never sure what the future will bring, I will continue to work for a better tomorrow and not forget that there is still much to be done.

Mr. President, you and Senator Clinton have so much to be proud of. I am truly honored that you have given me a chance to be a part of your dream. Thank you and may God bless you.

Sincerely,

A handwritten signature in dark ink, reading "Bradley J. Kiley". The signature is fluid and cursive, with the first name "Bradley" and last name "Kiley" clearly legible.

Bradley Joseph Kiley
Deputy Assistant to the President
For Management and Administration

THE WHITE HOUSE
WASHINGTON

January 14, 2001

Dear Mr. President:

I am writing this letter to express my deep and sincere appreciation for the kindness and support that you and Senator Clinton have extended toward my family and me for the past four years. Serving in your administration has been the most rewarding and fulfilling experience of my life.

As you know, I joined your administration after serving as Counsel to Congressman Louis Stokes. I grew up in Representative Stokes' Congressional district and watched with admiration and respect as he, too, worked to improve the lives of all he served. Congressman Stokes understood that until all Americans, regardless of race, gender, physical ability, religion, sexual orientation, or national origin have the opportunity to participate fully in what this country has to offer, his work would not be complete. I know that you also share Representative Stokes' mission. It is for this reason above all others that I want to thank you. You have created an administration that truly looks like America. You have proven that inclusion and diversity are not only America's greatest strengths, but you have also established that inclusion and diversity are your administration's greatest strengths. Many may not notice or appreciate the significance of your accomplishments in this respect, but all of us who have been privileged to participate in your administration will never forget.

You have taught this country a valuable lesson that I am certain will result in enhanced opportunities for all who follow us. You have raised the bar of excellence in so many ways, and I am proud to have played a small part in your historic legacy. Your record of accomplishments stands as a resounding testament to your love of country and your dedication to making America a better place for all Americans.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark F. Lindsay", with a long horizontal flourish extending to the right.

Mark Frederick Lindsay
Assistant to the President of the United States for
Management and Administration



Thank You Mr. President

I want to express my deep and sincere appreciation for the kindness and support that you and Senator Clinton have extended toward my family and me for the past four years. Serving in your administration has been the most rewarding and fulfilling experience of my life. Your many achievements over the past eight years have brought hope to the hopeless and enhanced the human condition throughout the world. You have raised the bar of excellence in so many ways, and I am proud to have played a small part in your historic legacy. Your record of accomplishments stands as a resounding testament to your love of country and your dedication to making America a better place for all Americans.

Mark F. Lindsay

Assistant to the President for
Management and Administration

I want to thank you for the opportunity and privilege of serving in your administration for almost 3 years. This has been a once in a lifetime experience that I will never forget. When things get tough, all I have to do is look over at the White House and West Wing and realize where I am and what an honor it has been to serve you and the American people. As you leave, hold your head high and remember all of the lives you have touched during your administration.

Charles Olson
Controller, White House Travel Funds

It truly has been an honor serving as Military
Liaison for Management and Administration during
your Administration.

SGT Darryl Turner

It has been an honor and a privilege to serve as a member of your
White House staff. The past five years have been the most
extraordinary and rewarding time of my life. Thank you for
making the world a better place and for making it possible for me to
participate in your remarkable presidency.

Brooks E. Scoville
Special Advisor for Management and Administration and
Deputy Director of White House Personnel

What wonderful memories I have been able to make Mr. President, thank you so
much for opening your home and your office to me. My experience here has been
magnificent. From throwing the ball with Buddy to working late nights and
weekends, it has been an unbelievable first job. You are and always will be truly
an inspirational figure in my life.

Cara E. Walsh
Executive Assistant
for Management and Administration

The experience I have gained and the memories I will carry from serving in your
administration for the last 7 1/2 years are truly amazing. Thank you for the
opportunity to have served you and your administration. I will always be proud to
say that I was part of your White House team. Thank you, Mr. President.

Tamara Mayberry
Law Clerk

Kelli R. McClure
Chief of Staff for Management and Administration
and Director of White House Personnel

Dear Mr. President:

You have made many of my personal dreams and aspirations
possible, and for that I will be eternally grateful. I have been in
politics for many years, and never have I experienced working
for someone who understood better than you that our primary
purpose in government is to make America and all her people
better. You have inspired all of us to strive for that better
tomorrow. You have made us all a part of your dream, and
though our work here in the "People's House" may be done, we
will all continue to build upon your successes.

Thank you for all you have done for me, my family and friends
and most of all, for the country. It has been a true honor and
pleasure to serve you, Mr. President. May God bless you.

Bradley J. Kiley
Deputy Assistant to the President

It has truly been an honor and privilege serving
your administration as Special Assistant and
White House Personnel Specialist for the
Office of Management and Administration. I
wish you the best of luck and much success for
your future endeavors!
Best Wishes,

Michelle Salinas



Management & Administration

January 13, 2001

Dear Mr. President:

What a difficult task I am finding saying "thank you," for the last eight years.

It was this weekend, at Camp David, however, as I listened to the esteemed congressional leaders pour out their love, loyalty, and awe for you and your presidency, that I resolved to simply say what I felt, knowing full well that nothing I say will be enough or "all of it."

You, Mr. President, have touched my life in an irrevocable way. Nothing in the next 47 years of my life could come close to the enrichment you have allowed in these eight years. No one I might meet tomorrow, next year, or the years after that will come near stamping my heart with the hope and belief in the possibility of goodness as you have done.

I thank you, Mr. President, for the opportunity to serve this country, this world, our future, in a way that my parents could never have dreamed for me – and they forever dreamed good, wonderful things for their children. Thank you for the opportunity to serve a man whom history will give the stamp of greatness, one day. A man, much like Abraham Lincoln and Franklin Roosevelt, who touched the lives of all humans in their wake in a way that transcended class or color.

Someone asked me recently what it was like for someone *like me* to witness history firsthand, as I did so many times. My answer was: Witnessing history firsthand was a once-in-a-lifetime experience, one that I never even imagined for myself. But, what meant the most to me over these eight years was witnessing the leader of the free world, over and over and over again take the side of the common man, not forget the people who weren't at the table with him, or standing in the audience applauding him. That ability ...no, your insistence on looking beyond what was in front of you, and asking 'but, what about the rest?' were the real once in a lifetime experiences of this presidency.

I will always remember you as a President whose goodness equaled his greatness..as a good, brilliant leader who guided this country for eight years with vision and compassion. Being here would never, ever have been the same under another man or woman's watch.

On behalf of my father, who has been your loyal fan over the last 20 years; for my family, many of whom have had the privilege of serving you and calling you friend; and, for all the people like me, who needed so badly to believe once again in America's promises - we thank you, Mr. President.



Janis F. Kearney

January 13, 2001

Mr. President

We have been asked to submit a one-page letter to you, sharing our thoughts, feelings, emotions, etc. After more than eight years, how does one squeeze so many thoughts into one page. My request for an additional one-half page was denied!

I was never a political animal. I had worked for the federal government for 25 years, when one day, I could not take it. It was during the Reagan Administration and I was working at HHS for the Office of Civil Rights. I realized that we weren't doing anything for "civil rights". I was offered an early retirement, which I immediately took.

I didn't know what I could do, but I had to do something. This was August 1984 - I called a few friends and they put me in touch with Pam Fleischaker . . . and the rest is history. That was the first of my 3 campaigns.

In 1988 I went to Boston - where you were our favorite surrogate. We met briefly on the elevator - nothing you would remember, but something I never forgot. In 1992 I reluctantly went to Little Rock to work with James Carville. Although I was born in the South -- I was not quite happy about living in the South. In Little Rock, I had the most wonderful experience. I loved you, James Carville, the Campaign and Little Rock. In 1992 I was asked to work in the White House as your Secretary. My calm outward appearance hid the thumping inside. All I could think of, "my mother would be so proud".

More than eight years have passed - - - I thank you for the privilege of sitting outside the Oval Office and watching history. . Watching you interact with leaders of the world, leaders of the country, the community and the children who will be our future leaders. I remember when you attended a church and when asked, you knew chapter, verse and scripture. I remember when you "broke 80" . . . when you lost family members, cabinet members, friends, and family members of friends . . . when you sat quietly by yourself and "finalized" a speech . . . when you got Buddy. . when Vernon told everyone that you are the only White person who knew all the verses to "Lift Every Voice and Sing" . . . and when you looked into the eyes of a Make A Wish child and how they responded to you.

Your compassion for the "lesser folk" is obvious. You wear those feelings on your sleeve. People everywhere love you, respect you and will miss you. I know a lot of people of know a little about a lot, but I know only one person who knows a lot about everything.

You make my heart sing and you bring a smile to my face. I will miss seeing you everyday. Wherever you are please know that a prayer is being said to "bless you, guide you and keep you". Good luck as you begin new chapter

Respectfully yours,

A handwritten signature in cursive script that reads "Betty Currie". The ink is dark and the signature is fluid, with a large, stylized 'B' and a long, sweeping underline.

JUSTIN G. COOPER

January 16, 2001

Dear Mr. President,

My tenure at the White House under your watch has been the greatest experience of my life. It has been an honor and a great privilege to work for this administration. On many occasions, it is hard for me to believe that you would allow me to join your immediate staff, yet over time I have learned why I am able to serve.

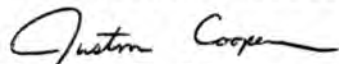
Mr. President, over the history of these United States we have had many leaders, each with their individual legacy. In my mind your legacy is what allows me to work for you, your legacy is your genuine care for all people and your sheer brilliance that captivates those around you from friends to strangers, both here and abroad. More than any president of my time and many before them, you have paid tremendous attention to the people. You have rewarded hard work, embraced those in distress and lifted those from the poor and oppressed. Over the past eight years your accomplishments reflect this passion for people. You have brought peace to Northern Ireland, rescued the poor from welfare, and helped millions buy their first home. Your work to stem the tide of discrimination and seek peace in the Middle East is hardly rivaled by any leader of our time.

Your leadership is raised to yet another level because you never stop. You have not stopped trying, working for people over the last eight years. Surely the nation and the presidency will move forward but future presidents have large shoes to fill. It would be easy for a president to solely function as a ceremonial leader leaving the work to his staff, yet your involvement not only with the people, but as a participant in the work of the nation is remarkable in a modern president. You have set a standard, I imagine a standard that will be used, not only by me, but by many others, for many years to come.

For me, you have provided inspiration, in a way like no one else I have ever met. You inspire me to serve, to work hard, and embrace those around us, whether that is our families, our friends, or our nation.

In the coming years, I hope you never stop working for the people. I pray that we are worthy of the unlimited opportunities that you have given us, but we will continue to need your leadership in whatever position you may hold. We need your inspiration and I can only wish that you never, ever stop trying.

With great admiration,



Justin G. Cooper

January 14, 2001

Dear Mr. President,

I've written you many notes over the years thanking you for your acts of kindness towards me, for the wonderful gifts you have given me and for the incredible experiences you have provided me. Working at the White House for you, as I have done the last 8 years, exceeded any expectation I had for my career. It has been the most incredible experience. I tell people that I have the best job in the whole world and no one disagrees. To be here, to sit where I sit, to see history unfold has brought me memories, which I will always cherish.

You have given me the opportunity to work with the brightest, most caring, highest quality people and you are the top of my list in all areas. You have been a model for all of us in so many ways.

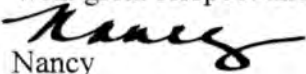
I have loved watching you work; loved your creative problem solving, your concern for others, your charisma, your equal treatment of all, your appreciation of everyone's point of view, your excitement for policy and the implementation of so many things which have made this a much better country. I loved how you never changed, still the person I met 25 years ago. You were that way with all of the people you have known for years and they all really marveled at and appreciated you for it. You engender such loyalty in your friends and your staff.

I've tried to relish every minute. Being at the seat of history has been absolutely awe-inspiring. Whether in the White House or overseas, it has been truly an honor and a privilege to have been here. I've been witness to some pretty incredible happenings over the years; meetings, peace signing and trips to the Middle East; the first trip to Ireland and all of the ups and downs of trying to obtain a peaceful coexistence there; your trip to China and the historic press conference with Jiang in the Great Hall; meeting the most impressive world leaders, in particular, Nelson Mandela, Rabin, King Hussein, Tony Blair, Arafat and Yeltsin and watching you interact with them on such a personal level; the budget shutdown and negotiations and your resolve to do the right thing there; developing the economic plan and being apart of the impressive results; 3 Democratic Conventions, 2 Inaugurals, thousands of bill signings and new initiatives, the speeches before Congress and live addresses and press conferences in front of the entire world., radio addresses and meetings with thousands of your friends. I could go on and on. The bottom line is that we are a much better nation and world than we were 8 years ago and you deserve a most of the credit for it.

It's been a wild wonderful ride the last 8 years here and the 17 before that in Arkansas. Thank you for giving me this opportunity and thank you for always caring about my and Ashley's well being. You and the First Lady have been wonderful friends to both of us and we will cherish our friendships with you both as well as the wonderful memories you have given us.

You will go down in history as one of the best President's ever. People see it now and as time goes on, their respect and appreciation for you will only grow. I knew 25 years ago that you would be President and I knew you would be great. You have achieved all I ever thought you would and even more.

With great Respect and Appreciation


Nancy

THE WHITE HOUSE

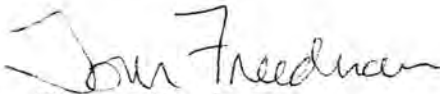
WASHINGTON

January 15, 2001

Dear Mr. President,

I think a legacy is found in the kindness and help we work in the lives of those around us. Your legacy is vast and rich. It will play out in the endless chain of those who are better off for your efforts and in their families and communities. I know I am part of that lucky chain. Thank you for this opportunity to serve in your Administration and your thoughtfulness to me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tom Freedman". The signature is fluid and cursive, with a large initial "T" and "F".

Thomas Freedman
Senior Advisor
to the President

THE WHITE HOUSE
WASHINGTON

January 15, 2001

The President of the United States
The White House
Washington, D.C.

Dear Mr. President,

It is with heartfelt emotion that I write this letter.

I have been fortunate to have been a part of your Administration since Day One, January 21, 1993, and the sadness I feel as we disband is matched only by the sense of pride, fulfillment and honor I feel at having been a part of your team. At the Department of Education, in the Vice President's office, and most recently in the White House Office of Legislative Affairs, I have watched you, learned from you and been inspired by you. Your victories on the legislative front over the past eight years have been masterful. As the chief strategist, advocate and negotiator, you made our jobs in the legislative affairs shop not only enjoyable, but easy. (well, to a certain extent.)

Thank you for the many opportunities that you have given me, and thank you for the thrilling ride. I'm glad that I wasn't a twenty-something (or even a thirty-something) when I came aboard because I can't imagine how this fabulous eight-year experience can ever be topped.

With great respect, admiration and appreciation,

Sincerely,

A handwritten signature in cursive script, appearing to read "Kay".

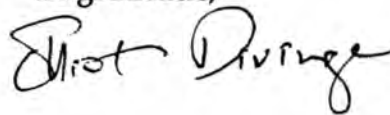
Kay Casstevens
Deputy Director
White House Legislative Affairs

To President Clinton:

I joined mid-journey, a former reporter jumping at the chance to peek behind the curtain. And for three years, I've been challenged, stretched, educated, indoctrinated, and broadened in more ways than I yet know. I've learned about myself, and about our nation and our world. I leave the White House with a truer sense of who we are, the ways we struggle, the challenges we face, and the profound power of an individual bent on doing good.

Being here -- in this time, in this place, as part of your journey -- was indeed an honor and a privilege. My family and I thank you for it. And we wish you and your family all the best, always.

In gratitude,

A handwritten signature in black ink, reading "Eliot Durning". The signature is written in a cursive, flowing style with a large initial "E".

January 14, 2001

Martin Rouse
478 M Street, SW
Washington, DC 20024

January 12, 2001

Dear President Clinton:

Thank you for appointing me to a position in your Administration.

While working for then-Manhattan Borough President Ruth Messinger, I had the opportunity to hear you speak to a group of New York's business community in 1991. You impressed the audience with your desire to heal the racial divide; you held up a *New York Post* cover photo of a young African-American whose face was painted white by caucasian attackers. I will never forget how your face flushed with anger as you expressed your disbelief that such episodes could happen in our country today. You made a commitment to bring America together.

After the even, when it was my turn to shake your hand and introduce myself, you asked me about the pink triangle button on my lapel. I explained that it was a gay pride symbol, representing the pink triangles the Nazis had sewn onto the prison uniforms of men placed in concentration camps for being homosexual. You thanked me for educating you. I will never forget how intently you listened while many others waited to meet you.

On Martin Luther King, Jr. Day 1992, I hosted at my home your first meeting with the lesbian and gay community. Close to 300 of New York's diverse lesbian and gay community heard you speak about how you wanted to unite this country. I will never forget the excitement and energy you created that night by speaking to a group that was neglected or taken for granted by all previous presidential campaigns.

After your victory in November, I was appointed as an Assistant to then-Housing and Urban Development Assistant Secretary Roberta Achtenberg. Your appointment of Roberta, and her confirmation by the U.S. Senate was, up to that point, the highest-ranking presidential appointment of an openly gay person in U.S. history. Roberta was often the first person in the office every day, working tirelessly to enforce this nation's fair housing laws. I will never forget the pride with which Roberta served.

In early 1996, I left your Administration to run your re-election campaign in Vermont. Governor Howard Dean and U.S. Senator Patrick Leahy helped mobilize a tremendous democratic turnout. On Election Day, not only did Vermont give its three electoral votes to Clinton/Gore, but Democrats took back the State Senate as well.

In 1997, I rejoined your Administration. At the U.S. Department of Health and Human Services (HHS), I was an Assistant to Secretary Donna E. Shalala. In addition to leading her scheduling office, I worked on lesbian and gay health issues. With the strong support of Secretary Shalala, I helped bring together public health officials, researchers, federal,

state and local officials, and community advocates to address health disparities related to sexual orientation. While not neglecting the devastation of HIV/AIDS, we were able to begin addressing other health issues disproportionately affecting lesbians and gay men, including teen suicide, alcohol and substance abuse, tobacco, and physical violence. It was an honor for me to work at HHS. I will never forget many of the dedicated people with whom I worked, and how proud they were of their efforts to help those in need.

Mr. President, as I leave your Administration, I look back on these past eight years and am amazed at how much work was done not only for lesbians and gay men but for all Americans. Your leadership and commitment to inclusion has made all of this possible. Your outspoken support for lesbian and gay equality has made this a better country. Your passion for justice has made this a better world.

Thank you for giving me the opportunity to be a part of this historic mission. I will never forget the Clinton years.

With the deepest of pride and respect,

Marty Rouse



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Washington, DC 20507

January 12, 2001

Office of
the Commissioner

The President
The White House
Washington, DC

Dear Mr. President:

On a warm April evening in 1993, John Podesta bade me farewell at the end of my first day as Special Assistant to the President and Deputy Staff Secretary. He left instructions on completing your briefing book for the next day's appointments, and delivering it to you in the Residence. Little did I realize that I was only beginning the daily struggle to get your event memos and speeches completed at a reasonable hour. To this day I recall the smell of the apple blossoms as I crossed the Rose Garden for the first of hundreds if not thousands of dashes from my Ground Floor cubbyhole to the Residence or the Oval to get you the information you needed to do your job.

This afternoon Betty allowed me to visit the Oval Office one last time as a member of your Administration. It brought back memories of fun times, thoughtful consideration of serious issues, and an overwhelming sense of pride in your signal accomplishments. It was especially poignant for me to recall the political courage that it took for you to really keep your promise to have an Administration that looked like America. As the first openly gay man to serve in the West Wing, I was humbled by an opportunity to serve this country that I scarcely could have imagined as an African American growing up in segregated DC. I will be forever grateful for your efforts to bring the people of this country and the world together as the family we were truly meant to be.

The past eight years have certainly been a roller coaster, but what a thrill! Thanks for allowing me to come along for the ride.

Godspeed to you and Senator Hillary until we meet again.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. Paul Richard", is written over a horizontal line.

R. Paul Richard
Senior Advisor to Commissioner Paul Steven Miller
Special Assistant to the President and Deputy Staff Secretary, 1993 - 1994



THE DEPUTY SECRETARY OF THE INTERIOR
WASHINGTON

JAN 12 2001

Hon. William Jefferson Clinton
President of the United States
The White House
Washington, D.C. 20502

Dear Mr. President:

I will never be able to thank you enough for the opportunity to serve you as the Deputy Secretary of the Interior. My four years in this agency, with its mission to protect and conserve our national treasures – our natural resources, our historic places, and our native peoples and cultures – has provided me with opportunities to serve in ways that I never could have imagined, and has enriched my own life immeasurably.

Thank you also, Mr. President, for your deep, personal commitment to the environment and to our mission. The incredible achievements of your Administration in protecting the public lands through your marvelous legacy of national monuments, in adding important new lands to the public trust (such as the Headwaters Forest), in undertaking breathtakingly-ambitious restoration projects (such as the Everglades and the California Bay Delta), and in working tirelessly for the cause of native Americans, all circle back to you. I know that you took a personal interest in every one of these initiatives, and we never could have built this record had we not known, with absolute confidence, that you would always be there to support the final product. And you have been.

Thank you, too, for providing me with the opportunity to serve under the greatest Secretary of the Interior in our history – Bruce Babbitt. The American landscape in the 21st century will be a different and far better landscape for our children, and for theirs, because you entrusted this Department to Bruce.

Finally, a word about your Chief of Staff, John Podesta. Those of us who are a step below the Cabinet know best what a pivotal role John has had in making things happen, and in standing tall when the going has been rough. The environment has never had a better friend than John.

Thank you, again, Mr. President. I will always be in your debt.

Sincerely,


David J. Hayes



THE SECRETARY OF THE INTERIOR
WASHINGTON

12 January 2001

Mr. President:

I know you may not have come into office thinking of yourself as an environmentalist, but you are now ending your Presidency with an unequalled record of leadership and decisive action on land conservation and environmental issues. This is your legacy for future generations of Americans.

I can't express the depth of my gratitude to you for the opportunities you've given me. In a lifetime of public service, I have been absorbed by and enriched by this job more than by any other. I thank you for your trust and your support, for the time and interest you devoted to these critical conservation issues. I am proud to have been a part of your administration.

Thank you.

Respectfully,



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

The Administrator

January 12, 2001

The President
The White House
Washington, DC 20500

Dear Mr. President:

We Arkansans owe a lot to Senator Fulbright who had a realistic view of how America should lead in the World. In the summer of '67 when you and I first met in his office on the Hill we could not have conceived in our wildest imaginations the twists and turns our lives have taken. My interest in foreign affairs began that summer, a seed which lay dormant until Betty and I joined the Wycliffe Bible Translators in 1985 after working with you in the Attorney General's office and then the Governor's office. During our Little Rock years I enjoyed most the many times I traveled with you as Fred flew us to small towns like Elaine where you were the first Governor who had taken the trouble to show you genuinely cared about each and every person no matter how "small." Your abiding concern for the "small" people is what has set you apart from all the rest.

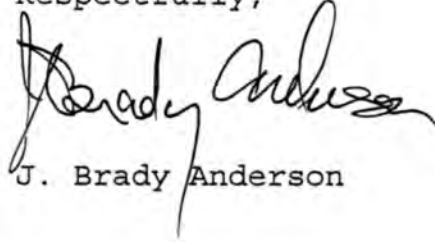
I first heard of your election in 1992 while listening to the BBC on my short-wave radio in Addis Ababa where we were helping the Ethiopians develop a bilingual education program for their newly liberated country. Betty's and my love affair with Africa and our friendship made me one of America's few missionary/Ambassadors. Your support and that of the First Lady have given me this rare opportunity to continue to work for the marginalized of the world at USAID.

It is clear to me that you have taken on the task of reconciliation among peoples that has, I believe, its origin in the Christian gospel. I can think of no better way for you to use the skills and experience that God has

given you than to help people here and abroad overcome their differences based on racial, ethnic and religious identities. May He bless and guide you as you follow Him in that endeavor.

Mr. President, it has been an honor to serve you and to serve our Country.

Respectfully,

A handwritten signature in dark ink, appearing to read "J. Brady Anderson". The signature is fluid and cursive, with the first name "J. Brady" and the last name "Anderson" clearly distinguishable.

J. Brady Anderson

THE WHITE HOUSE
WASHINGTON

January 15, 2001

The Honorable William Jefferson Clinton
President of the United States
The White House

Dear Mr. President,

During the past eight years the Advance Office has coordinated your visits to all fifty states and 74 countries around the globe. Over 1,200 staff and volunteers have served as members of advance teams during your Presidency. For each one of us it has been an honor, privilege, and a pleasure to serve you in this capacity. You have provided us with the extraordinary opportunity to be a part of the history you helped shape.

Whether it was the Ushafa Village in Nigeria, the Pine Ridge Indian Reservation, Belfast or South Boston, your willingness to bring your message directly to people had a lasting impact on the communities you visited. It was incredibly gratifying to help facilitate your desire to speak with and listen to people from all walks of life. Each member of your advance team has been personally enriched for having contributed to this process.

I will cherish the memories that I take with me from helping you carry your message to the people of our country and the world. When I began this journey with you almost nine years ago, I could not have foreseen the significance that this experience would have. I will always consider myself blessed to have been a close observer of your tireless effort to lead and unite people, celebrate our achievements, and heal and console us in times of tragedy.

As we begin the next chapter of our lives, I hope and trust that our paths will cross often in the years to come. If I can ever be of service to you in the future, please do not hesitate to ask.

With warmest regards,



Robert A. Rosen
Assistant to the President and Director of Advance

January 14, 2001

The President
The White House

Dear Mr. President:

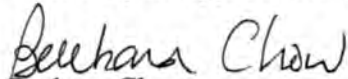
It is with enormous gratitude, pride and sadness that I write this letter. I started working for you on January 21, 1993 and will complete eight years with the White House next Friday. Unquestionably, these have been the best eight years of my professional life.

I came to Washington in the late summer of 1980, straight out of graduate school and was fortunate enough to secure a career position with the Office of Management and Budget. At the time, I was blissfully unaware that my few months with the Carter Administration would be the last ones in which I would have the opportunity to work for a Democratic Administration for the next twelve years. When you were elected in 1992, I realized that I might have the chance of a lifetime to work for a president whose values I shared and on issues I cared deeply about. I was lucky. I got that opportunity. Walking into the White House gates on the first day was one of the best days of my life.

As I walked into my East Wing office, I was struck at how little was there. No books, no staples, the computers were stripped bare. From literally nothing, we became a team, a bureaucracy, developed a policy agenda. Watching you put together your first budget, observing first hand your extraordinary grasp of policy detail and the larger context is something I'll never forget.

Working in the White House has been a test of will and endurance. What sustained me again and again was your passion and commitment. Whenever exhaustion, cynicism or stress threatened to overwhelm us, your determination and unflagging devotion to do the right thing for the American people would always lift us up. For the rest of my life, I will be enormously proud that I was able to work for your Administration from beginning to end.

With deepest appreciation,


Barbara Chow

THE WHITE HOUSE
WASHINGTON

December 15, 2000

President William J. Clinton
The White House
Washington, DC

Dear President Clinton,

I hereby tender my resignation as Deputy Counsel to the President and Deputy Assistant to the President, and my last day of service is expected to be January 20, 2001. I understand that you will act on this offer to resign no later than January 20, 2001.

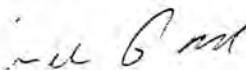
On a personal note, Mr. President, I would like to again thank you for the many opportunities that you have extended to me to serve both you and my country.

Mr. President, your leadership has changed America. Certainly the United States of 2001 is a far stronger, more prosperous nation than in 1992. More importantly, we now have at home a society much more firmly committed to diversity, justice, and fairness than existed a decade ago and we now have abroad a deeper sense of America's commitment to peace and human dignity than existed in previous times. History will soon realize the enormous debt of gratitude that it owes you. I know that my own personal debt to you can never be repaid.

I am often asked what is my fondest memory of working with you. The question is not easy because there are so many possible answers: Little Rock, the '92 convention, the White House. But there is one incident that comes particularly to mind. In the '96 campaign, you did an event in Portland, Maine at the end of a long day. Portland was your fourth or fifth stop, as I recall, and you were exhausted. I had never seen, and still have never seen, your eyes looking so tired. But the minor league ballpark in Portland was filled with 10,000 people (the largest political event in Maine history) and the atmosphere was electric. You, Joe Brennan and Tom Allen shared the stage. Your speech was great but not exceptional. *Then* you began working the rope line. And working the rope line. And working the rope line. The staff was urging, if not pleading, for you to quit but you kept working. Joe Brennan left, Tom Allen left, the media left - yet you continued. I think you may have ended up shaking the hands of nearly everybody in the park. Finally you walked over to where a Junior High choir that had performed before you arrived was standing and asked them to join you in singing the Star Spangled Banner. Their joy that night was incalculable. The connection with you and this Nation was something they would never forget. Nor will I.

Thank you, Mr. President.

Sincerely,



William P. Marshall
Deputy Counsel to the President

THE WHITE HOUSE

WASHINGTON

December 15, 2000

The Honorable William Jefferson Clinton
President of the United States of America
The White House
Washington, DC

Dear Mr. President:

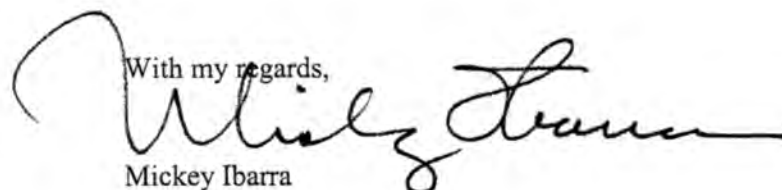
As the Clinton Administration comes to a close, I must hereby tender my resignation as the Director of Intergovernmental Affairs at the White House effective January 20, 2000. It has been a high honor to serve you and the American people.

When I think about my time at the White House, my heart fills with gratitude for the many local and state elected officials I've come to know, for the American people who provided us the necessary support to put people first again, and for you, Mr. President, for keeping your commitment to build an Administration that looks like America. You gave me the opportunity of a lifetime and I will always remain grateful for your support and friendship.

Together, I believe we set a higher standard for effective relationships with our partners in government by which all future Administrations will be measured. With your leadership, the Unfunded Mandates Reform Act, Welfare to Work, Empowerment Zones, Enterprise Communities, Children's Health Insurance Program, Community Oriented Policing Services, Southwest Border and New Markets initiatives, significant education reforms, more college opportunity, transportation and environmental projects, are but a few of the many positive steps taken in partnership with city, county, and state elected officials to address the needs of their residents.

Moreover, your respect for the important role of state and local elected officials has resulted in policies that have significantly broadened the level of cooperation among all levels of government. The Federalism executive order issued in August of 1999 after full and complete consultations with our partners in government, has resulted in federal agencies informing, responding, and consulting with governors, mayors, and other elected officials on nearly every aspect of proposed federal policies, legislation, rules, and regulations having federalism implications. You can be justly proud of your Administration's accomplishments to strengthen the partnership of the federal government with cities, counties and states.

Congratulations, Mr. President, on a job well done. You will leave the White House with our country in much better shape than you found it eight years ago. No one can rightfully expect more than that.

With my regards,

Mickey Ibarra

THE WHITE HOUSE
WASHINGTON

January 8, 2001

Dear Mr. President:

You sometimes marvel about how long your White House staff and Cabinet members have been willing to serve you. The reason why we have is simple. Every single day we had the very real sense that we would have the opportunity to help you do something to better this nation and this world, particularly for the most vulnerable amongst us. And as one of those who stuck around for the whole eight-year show, you made all the work and the sacrifices more than worthwhile.

While we may have had less than ideal timing for our early year health care reform efforts, I feel no regret in having made the attempt. In many ways, the extraordinary work you and the First Lady produced helped lay the foundation for your numerous achievements over the next six years. My only regret is I feel you have not been sufficiently credited for the impressive progress and difference you have made in the health and lives of all Americans and countless more throughout the world.

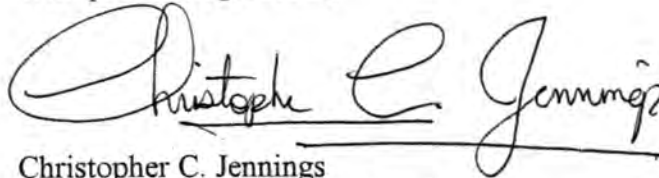
To provide just a sampling, you have: reversed the unacceptable trend in increases in the nation's uninsured and already covered more than 3.3 million children in the CHIP program; improved access to and preservation of insurance for tens of millions of Americans through the enactment of the Kennedy-Kassebaum portability protections and the Family and Medical Leave Act; established historic privacy and patients' rights protections; modernized and strengthened Medicare by constraining excessive cost growth, emphasizing prevention, covering clinical trials, and extending the life of the Medicare Trust Fund by an astounding 26 years; expanded home- and community-based options to institutionalization and improved nursing home quality; expedited FDA review and approval of high quality medications and devices; nearly doubled the NIH biomedical research budget; balanced the promise of scientific breakthroughs with our nation's fundamental human values by implementing genetic anti-discrimination protections; and provided resources and leadership to help the world come to grips with the HIV/AIDS crisis that confronts it.

Mr. President, not only has health care quality, innovation, access, and affordability improved, so too has the nation's health. In your all too brief tenure, the country has witnessed the first-time-ever decline in HIV/AIDS mortality rates, an unprecedented end to increases in cancer deaths, the lowering of smoking rates amongst youth, childhood immunization rates reach all-time highs, and infant mortality rates reach all-time lows. What is more, even your proposals for coverage expansion, patient protections, Medicare reforms – including a prescription drug benefit, and long-term care that were not enacted have established the agenda for the future.

Perhaps your most important of all health care legacies, however, is that you have forever forced future Presidents to confront the nation's health care challenges. Thanks to you, the health care debate will no longer be relegated to the Congress or the back pages of our papers. And, thanks to you and your recent successes, future Presidents no longer must fear taking on these challenges. You have shown them that this issue can and must be taken on. In fact, I believe that future Presidents' biggest fear will now be ignoring this issue.

Mr. President, it has been an honor and a privilege serving under you and with some of the most extraordinarily talented people I have ever met. I thank you and Mrs. Clinton for the opportunity of a lifetime to help you make this a better and healthier world's village.

With pride and gratitude,

A handwritten signature in black ink, reading "Christopher C. Jennings". The signature is written in a cursive style with a large initial "C" and a long horizontal line extending from the end of the name.

Christopher C. Jennings
Senior Advisor on Health Care Policy

THE WHITE HOUSE
WASHINGTON

January 12, 2001

The Honorable William Jefferson Clinton
The White House
Washington, D.C. 20500

Dear Mr. President:

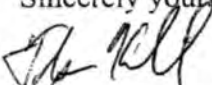
I wanted to thank you from the bottom of my heart for the opportunity to serve you and the American people for the last eight years. It has truly been a remarkable journey, and I have enjoyed every minute of it.

I also want to thank for your leadership that you have demonstrated on technology issues. Because you and the Vice President had the foresight to realize how important technology is to America's future, I have had the opportunity to work on issues such as educational technology, NetDay, the digital divide, nanotechnology, Next Generation Internet, the Telecommunications Act, e-commerce, and making IT accessible for people with disabilities.

Thanks also for appointing such stellar people to lead the National Economic Council - Bob Rubin, Laura Tyson, and Gene Sperling. I learned a great deal from all of them. Gene, bless his heart, never let us forget the importance of fighting for the under-privileged and under-represented.

I'm sure that every policy person that works for you believes that more attention should be paid to his or her issue. I am convinced that there are enormous opportunities to harness new technologies to solve some of our toughest economic and social challenges. We are just at the beginning of profound revolutions in IT, nanotechnology and biotechnology. Our party should be the party that nourishes these technologies, and works to ensure that all Americans benefit from the Information Age.

I know that you will be a powerful advocate for the causes that you embrace after you leave the White House, and I hope that you will consider continuing to work on these issues. If there is anything I can do to support your future activities in this area, please let me know.

Sincerely yours,

Thomas A. Kalil (NEC)

THE WHITE HOUSE
WASHINGTON

January 9, 2001

Dear Mr. President,

On January 21, 1993, I sat in my West Wing office in a surreal state of disbelief. I didn't know Hillary then, but she would be my boss, and to top it off, she was the new First Lady of the Land. On our first meeting she breezed over to the office for a brief introduction in what would be described by the *Washington Post* as her "Eleanor of Aquitaine" cape. I said to myself later, "if I don't like her, I'll give her an honest six months and then I am out of there". Well, here we are eight years later.

Since I had not worked on the campaign, my impressions of the two of you were formed by the television. In Hillary's case it was the "cookies" remark. In your case, it was the Dukakis speech at the '88 Convention. Not really a good place to start, but enough people whom I respected, like Melanne with whom I had worked at People For, thought you and Hillary were dynamite and would be great for our country.

Over the coming months I would watch the two of you work harder than any two individuals I had ever seen and having come from my life as an hourly-wage pastry cook and previously in public interest during the Reagan years, I had seen people work real hard. I became attached to Hillary almost immediately and because you and I had little or no personal contact, at the same time I became attached to your image and ideals.

We would make mistakes, big mistakes, and I would be asked by my Washington-Democratic-establishment friends who did not know you, "what the hell is going on?" I would defend you as the two hardest working and most well-intended people I had ever known. I would tell them your only motives were to do good, not to get someone else or yourselves rich. They would believe me, but it wasn't easy going.

The rest I don't need to tell you about -- the highs, the lows, the victories, the defeats. I can't assess how this White House experience has changed me, but I do remember how I felt watching the film "Il Postino". Pablo Neruda goes back to the little island and learns that the postman has died defending ideals he had encouraged him to embrace. Neruda walks alone along the beach contemplating this. And in his sad eyes I saw the burden of leadership. I would never have understood this if I had not worked for you. Mr. President, I am now and will always be grateful for what you have endured on my behalf and on behalf of all Americans.

With affection, admiration
and respect
Pam Cicetti



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE OFFICE OF THE SECRETARY
WASHINGTON, DC 20410-0001

January 4, 2000

President William Jefferson Clinton
The White House
Washington, DC 20500

Dear President Clinton:

I grew up in Arkansas with you as my Attorney General and Governor. The first time I remember hearing mention of a person in a political sense, it was when my mother told me how much she liked you and she would be voting for you for Attorney General. That message has stayed with me all my life.

I went to Hall High when Chelsea was there as a kindergartner. One of my children was at school with her at Booker Arts Magnet. I worked on your Campaign for President from March '92 through the Transition and came to Washington, DC, the first time, for your inauguration in 1993. My children and I moved here that March and I have been working at HUD ever since.

My experiences working for you, Fr. Secretary Henry Cisneros and now Secretary Andrew Cuomo have been more incredible than I could ever imagine. I have seen the pain in peoples eyes and heard the hurt and injustice in their voices, and I have been able to help them. Not just because I was here, but because you were leading us all.

Thank you for the time we have had, as a family, these last eight years. Thank you for working so hard and putting so much of yourself into being our Commander in Chief. It has forever changed my life and the lives of so many— you will always be my President.

Sincerely,

A handwritten signature in dark ink, appearing to read "Heidi Chapman", is written over the word "Sincerely,".

Heidi Chapman

A large, stylized handwritten signature in dark ink, possibly reading "J. Clinton", is written to the right of the typed name "Heidi Chapman".

THE WHITE HOUSE

WASHINGTON

January 10, 2001

President Bill Clinton
The White House
Washington, DC

Dear Mr. President:

I want you to know how grateful I am to have served in your administration the past eight years. As you are aware, I'm from Marion, Arkansas. I left the state when I was five years old because of the violent racial climate that existed there in 1949. My mother and father worried that the violence that was occurring in Eastern Arkansas would someday visit our family, so we left in the middle of the night. This is the reason why my service in your White House has been so heartwarming and overwhelming. Overwhelming, because you are an Arkansan without a racist bone in your body.

As a child, I heard my elderly relatives talk about the terror experienced by blacks who were beaten and denied their rights on a daily basis. My grandfather told me stories of how his crops were raided every summer by the local white storeowner. He would later see his produce for sale at the store. He could always tell his watermelons because he marked them. Needless to say, to us, those were the old days, not the "good old days."

As I fast forward out of the past, I cannot begin to tell you how wonderful it has been to serve with a fellow Arkansan of your compassion and intellect. Unlike some of your predecessors, you have demonstrated by the sheer force of your personality that we can one day be the One America that Martin Luther King, Jr. envisioned. For years, the country has seen its share of politicians who were afraid to lead. However, we have not seen the likes of you, sir. You broke the mold for leadership, fairness and inclusion. You naturally looked for ways to do the right thing for all Americans.

Finally, it was an honor and a privilege to witness an Arkansan leading the country away from bigotry and hatred. You are truly a great man, and the country has been immensely blessed by your Presidency. Thanks a million for giving me the opportunity to serve in your administration.

Sincerely,

A handwritten signature in black ink, appearing to read "Ben Johnson", with a long horizontal flourish extending to the right.

Ben Johnson
Assistant to the President



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

THE DIRECTOR

January 9, 2001

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

During these closing weeks I look back with tremendous pride in much accomplished and ahead with still strong faith that we will yet accomplish more. I will be forever humbled by and grateful for the trust you have placed in me.

Thank you Mr. President for giving me the opportunity to serve. At the end of many long days and nights, I still look up at the illuminated house that stands as a beacon of freedom and think that the small and not so small frustrations of the moment will fade fast and the memories of all that we have done will endure. Shuttling on many of those nights from the towering Dome of the Capitol to this House of the people, I have frequently been reminded that the American dream is alive and well -- and as we depart it has never been stronger.

Your policies have increased opportunities for Americans and strengthened our communities. From coast to coast, Americorps volunteers demonstrate each day the triumph of the idea that young people, given a chance, can and will take responsibility and serve their communities. In our cities and towns millions have access to health care, a better education and a cleaner environment because you proved that there truly is a right way to balance the budget and our priorities by putting people first.

I was raised in a tradition that each of us is obligated to try and make this world a better place. My father who came to this country as a small child would have beamed with the pride that only a parent can know if he could have seen the President of the United States permit his son to pursue his dreams. For that too I thank you.

I wish you, Hillary and Chelsea the blessings you so richly deserve and I am confident that there are many contributions to the public good yet to come.

Yours sincerely,

A handwritten signature in black ink, appearing to be "John", written in a cursive style.

THE WHITE HOUSE
WASHINGTON

January 10, 2001

President William J. Clinton
The White House
Washington, D.C.

Dear Mr. President,

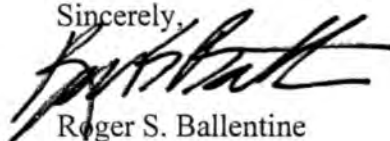
While it might be presumptuous of me to thank you for all you have done for this country and the world (many others have already rightfully done that), I do want to thank you for how you have changed my life. Thanks to the opportunity – and inspiration – that you have provided me, I intend to dedicate my career to working on environmental issues, such as climate change.

Along with Teddy Roosevelt, you will go down as the greatest environmental President in our history. TR's legacy rests in the parks and protected lands he created, as well as in a new idea: that it is the solemn responsibility of government to be stewards of our natural resources. Your legacy will rest also in the many threatened places that you have saved and in the air and water that you have improved.

But you also took an idea and thrust it into the mainstream of American political discourse: the simple and profound proposition that economic, social and environmental issues are one and the same. Not only *can* we grow the economy while we clean up the environment and protect natural resources, rational economic and social principles *demand* it. Einstein observed that "problems cannot be solved within the mindset that created them". The "new environmentalism" of the Clinton Administration -- whereby economic, social and environmental priorities have been shown to be mutually reinforcing instead of in conflict -- is a profoundly powerful new mindset that you have put squarely before history.

Thank you for the honor of serving you and the American people.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Ballentine', written over a horizontal line.

Roger S. Ballentine

Deputy Assistant to the President
for Environmental Initiatives

THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON

JAN 10 2001

The President
The White House
Washington, DC 20500

Dear Mr. President:

For more than fifteen years, I have had the honor of serving you, first as director of veterans affairs in Arkansas, and, since 1993, as deputy secretary and acting secretary of veterans affairs. I am proud of my service, of course, but I am indebted to you for the leadership you provided which made it possible for VA to transform itself.

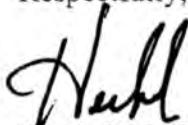
During your administration, more veterans than ever have become eligible for the health care they should have been getting all along. Despite a record number of disability claims filed by veterans, the processing time for those claims dropped dramatically. And, VA embarked on the most ambitious national cemetery construction program since the Lincoln Administration.

You promised to serve as a veteran's president, and you have. Never before have veterans had as much access to the government they defended than since 1993. You listened to their concerns and addressed them. You welcomed them to the White House on every Memorial Day and Veterans Day, and you are the first president ever to attend each Memorial Day and Veterans Day Ceremony at Arlington National Cemetery in history.

When I think of highlights during the 8 years I served you in Washington, two come to mind. Of course, I will always remember serving as your representative on four trips to Vietnam, capped by being asked to accompany you on your trip to Vietnam last year. But, I think the most memorable moment to me was your appearance at Normandy in 1994. There, I think for the first time, the United States and the world saw you for the compassionate leader you are. You inspired so many people by your remarks on that day, and you reminded all veterans that they served and sacrificed for a purpose that was not always readily apparent.

Mr. President, thank you again for allowing me to be among those you asked to serve with you. Mary Lou and I will never forget your generosity and your kindness, and we wish you the very best for the future. I remember one occasion when we were on Marine One you remarked, "this is a long way from Arkansas and the snow in New Hampshire." We did just fine.

Respectfully,



Hershel W. Gober
Acting

THE WHITE HOUSE
WASHINGTON

January 11, 2001

Dear President Clinton:

As I prepare to move on to new challenges, I would like to share with you what the last eight years of your administration has meant to me.

In 1992, I was in my eighth year of a successful career in television news broadcasting. As much as I loved the excitement of my job, I was beginning to feel less and less "objective" about the news, and more and more committed to issues. The turning point came while, during a live newscast, I watched a group of environmental activists join hands around an old giant sequoia that was slated to be cut down for timber. As the camera zoomed in on the faces of that human chain, I was moved by their determination and commitment to that beautiful old tree, and I realized that I had to embark on a new vocation – one that would allow me to make a difference.

That's where you came in. After following your campaign and hearing you talk about the issues, I knew I wanted to be part of your team. I packed up and moved to Washington, not knowing a soul, and enlisted as a White House volunteer in January 1993. I volunteered on your '96 campaign, worked on your inaugural committee, and for the past 2 years have had the privilege to serve as Special Assistant in the Office of Communications. And sir, for all the reasons I came here, you did not disappoint.

You fought for and accomplished so many important things in the past eight years. My role as writer of the daily talking points for your message events allowed me to feel as if I was fighting with you every day on these critical issues. It also gave me the gratification that, in some small way, I was making a difference.

I cannot express in words how proud and fortunate I feel to have served in this historic administration. Because of this unique experience, my life has been forever changed. Regardless of what my next challenge may be, I will continue to argue for the principles that you stood for. Thank you, Mr. President, for inspiring so many of us to devote our time and effort to public service.

Sincerely,

A handwritten signature in dark ink, appearing to read "Deborah Akel". The signature is fluid and cursive, with the first name "Deborah" being more prominent than the last name "Akel".

Deborah Akel

THE WHITE HOUSE

WASHINGTON

January 12, 2001

President Bill Clinton
The White House
Washington, DC

Dear Mr. President:

As I prepare to depart the White House after nearly four years of service to you and the Vice President (in addition to time on all three campaigns), I would like to thank you for the tremendous privilege of serving in this Administration. The opportunity to work with this incredible group of people and to play a small role in the successes we have achieved has been the highest honor and among greatest the thrills that I have ever known.

I am but an amateur student of history, and I am, without doubt, a committed partisan. My father, however, is a professor of American history and tends to take the longer view. We nevertheless agree that you will be judged -- once the historical ballots truly are counted -- as one America's greatest Presidents. Though you thankfully never faced the crucible of a major war, which heretofore was believed to be a requirement for presidential "greatness," your seminal achievements and nearly unprecedented aptitude for the presidency eventually will place you among the giants.

Indeed, there is no question in my mind that you were the preeminent President in the postwar Twentieth Century. What you have achieved is far greater than the atmospherics of Kennedy's "Camelot" and so much more enduring than the false promises of Reagan's "Morning in America." You have righted the economy and helped ensure prosperity, peace and brighter futures for countless people here and around the world. You have met the lofty goals that you set out for yourself and this country in 1992 -- you should take your leave with great satisfaction.

Like so many others, I will watch you depart with a mixture of enormous pride and profound sadness at the end of such a remarkable era. You leave the stage to an illegitimate and unworthy successor, and I fear that we shall never see another like you.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt L. Bennett", with a stylized, flowing script.

Matthew L. Bennett

Deputy Assistant to the President

and Deputy Director of Intergovernmental Affairs

1900 S Street NW #303
Washington, DC 20009

January 12, 2001

Dear Mr. President,

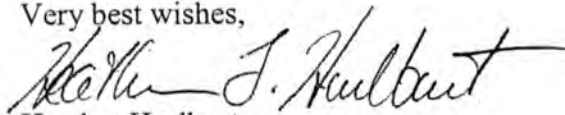
Eight years ago I was living in Europe, where I had moved after college because I couldn't believe I would ever feel at home in the country where I was born and grew up, and its 1980s values. I wanted to give up, and I had – working instead in post-Communist Europe, where words like democracy and public participation, openness and the rule of law, women's rights and unifying societies had real, immediate meaning.

Thank you for running a campaign and an Administration that made me want to come home. Thank you for insisting foreign policy was something Americans would and should care about, and for drawing out the ways events far away affect our everyday lives. Thank you for all your record of achievement, especially for the intangible things: making women, minorities, gays and so many others feel that we weren't under siege any more. Thank you for helping, through your example, so many Americans feel a new sense of possibility.

Personally, I am so grateful for the chance to serve in your Administration; for naming two Secretaries of State under whom I was proud to serve; and for giving me the chance to work for you for a year. We joke about our speech drafts being your scratch paper, but I learn something about writing speeches, and touching audiences, every time I watch you deliver one. I'll always be grateful for it.

Thank you again for making me want to come home eight years ago – and making so many of us want to stay and fight now.

Very best wishes,

A handwritten signature in dark ink, appearing to read "Heather Hurlburt". The signature is fluid and cursive, with a large, stylized initial "H".

Heather Hurlburt
Special Assistant to the President
and Presidential Speechwriter

THE WHITE HOUSE

WASHINGTON

January 12, 2001

Dear Mr. President,

I am so proud to have worked with you and Hillary for the last sixteen years. Your decision to hire me came at a pivotal time in my life. You have offered me opportunities that have kept me extremely busy and yet eagerly anticipated the challenge of each new day. Days that I have watched you diligently work toward your vision of making life better for all people, not only in America, but also throughout the world.

You and Hillary have an extraordinary gift to identify peoples' skills and talents, and you allow each of us to use those skills to help you achieve your important goals.

I marvel at your vast scope of knowledge. I'll never forget the evening you gave a mini lecture on the history and art of Sumo Wrestling. You have energy way beyond that of your very young staff and it's obvious that you are energized by meeting and communicating with people. People never forget an encounter with you however brief. It must mean that you feel that all people have worth and that you sincerely care about all people.

You will be forever popular. Your opportunities are endless. I look forward to watching your new career unfold, which I think will be much more fruitful and interesting than the incoming administration. Your Library is your next most exciting accomplishment and a great gift to Arkansas.

Thank you for everything over the last many years, especially for adding an extraordinary dimension to my life that I treasure and that I plan to record for my grandchildren and their grandchildren. You are a good man with a great big heart.

With love and friendship,

A handwritten signature in cursive script, reading "Ann McCay". The signature is written in dark ink and is positioned below the closing of the letter.



OFFICE OF
THE CHAIRMAN

FEDERAL COMMUNICATIONS COMMISSION
WASHINGTON

January 12, 2001

The Honorable William Jefferson Clinton
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500

Dear Mr. President,

I hereby tender my resignation as Chairman of the Federal Communications Commission effective January 19, 2001. I do so with great pride in the accomplishments of the Commission during my tenure and with deep gratitude to you for affording me the opportunity to serve the American public.

I feel very privileged that I was able to serve as Chairman of the FCC at a time when communications technologies are so dramatically changing the way the American people live, work, and learn. From the moment Vice President Gore swore me in as Chairman of the FCC, I have devoted my energies to meeting the two principal challenges of the digital age. The first challenge is to fight for a competitive marketplace in which monopoly is ended, innovation and entrepreneurship are cherished, and consumers have competitive choice. The second challenge is to make sure that the benefits of the Information Age reach all Americans – from the business districts to the barrios; from those with every advantage to those with disabilities; from the young to the old; from suburban enclaves to the rural heartland.

I have worked to build on the success that you and Vice President Gore had in passing the Telecommunications Act of 1996. The FCC successfully defended the Act against all manner of legal challenges and proceeded to implement it in a pro-competitive way. Our actions have unleashed unprecedented new investment and opportunity and have become models for the rest of the world.

The Honorable William Jefferson Clinton

Page 2

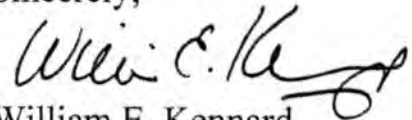
January 12, 2000

At the same time, I have fought hard to bridge the Digital Divide and to ensure that the benefits of the digital age reach all Americans. I am enormously proud of the success of the E-rate program, which wired 95% of our Nation's schools; our groundbreaking policies to extend access to people with disabilities; and our commitment to minority employment and opportunity. I will always cherish memories of the trips we took together to such places as East Palo Alto, California, Whiteville, North Carolina, and the Navajo Nation. Each time, I was honored to stand by your side while you so eloquently expressed the promise and potential of information technologies to those who are so often left behind.

Throughout my tenure, the vision, leadership, and courage that you and Vice President Gore have shown has truly inspired me. It has given me strength to fight hard for the interests of the American people every single day.

For the rest of my life, I will be proud to say that I served as an appointee of the Clinton-Gore administration. Thank you for the opportunity to serve.

Sincerely,

A handwritten signature in dark ink, appearing to read "William E. Kennard", with a stylized flourish at the end.

William E. Kennard
Chairman

cc: John Podesta, Chief of Staff

EXECUTIVE OFFICE OF THE PRESIDENT
THE UNITED STATES TRADE REPRESENTATIVE
WASHINGTON, D.C. 20508

January 12, 2001

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

I am writing to express my profound appreciation for the opportunity to serve in your Administration, and for your confidence in me over these past eight years. Each day has been an honor and an extraordinary privilege, and as time has passed, my deep admiration for you has continually grown.

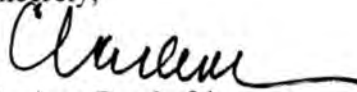
Your achievements have improved the lives of all Americans, and your legacy will be felt for generations. From the domestic economy and the budget to foreign policy, family leave, environmental protection, and much more, you leave a stronger and more confident country, a government whose financial health and reputation have been restored, and a more peaceful world.

In trade, as you told our USTR staff last Wednesday, it will be a long time before anyone matches the sheer volume of accomplishment of the past eight years – from passage of the North American Free Trade Agreement, to the WTO, the Africa bill, the high-tech trade agenda, Vietnam and PNTR for China. None of this would have been possible without the unique combination of qualities you brought to the Presidency: your intellectual breadth and energy; your ability to work and empathize with leaders as varied as Jiang Zemin, King Abdullah II and Nelson Mandela; your political skills at home; your grasp of the historic moment our country and the world faced in 1992, as the Cold War came to an end and technology transformed our lives; and your sheer determination never to give up.

This is an extraordinary record. But as I look back in these last days of the Administration, I find myself dwelling more upon the kindness and warmth you have shown to me personally and to our family across eight years of our lives. When I joined your Administration as Deputy USTR in 1993, Devra was not yet in kindergarten and Mari was nine years old. Today, Devra is in seventh grade and Mari is applying to college. As they have grown up, all of our lives have been forever marked by the opportunity we have had to know you, to learn from you, to be inspired by the cause of public service, and to have your friendship. These are rare gifts, and we will treasure them always.

Once again, Mr. President, I thank you from the bottom of my heart. The encore awaits.

Sincerely,


Charlene Barshefsky



SOCIAL SECURITY

Office of the Commissioner

January 9, 2001

The Honorable William J. Clinton
The White House
Washington, D.C.

Dear Mr. President:

It has been a deeply-felt personal honor and a great pleasure to serve during your term as President. I believe the eight years of your Administration have seen the achievement of historic milestones involving the Social Security programs - a legacy to the American people of which you can be justly proud.

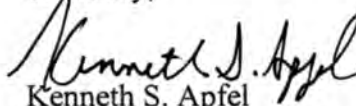
The "Social Security Independence and Program Improvements Act" that you signed into law in August, 1994 established the Social Security Administration as an independent agency, placing us in a position to be more accountable to, and better serve, America's citizens.

Signing the "Senior Citizens Freedom to Work Act of 2000" was another of your significant milestones. Americans between ages 65 and 69 can now enjoy the full income from their work without being penalized by the retirement earnings test. Equally important, they can realize the personal fulfillment that comes from being active participants in the workforce. Similarly, the "Ticket to Work and Work Incentives Improvement Act of 1999" will help people with disabilities re-enter the workforce all across America as active participants and contributors.

Finally, I believe your personal commitment to opening a public dialogue on long-term Social Security solvency represents an historic achievement, and lays the foundation for ensuring the future of Social Security through the 21st century. The Social Security Administration, and I personally, are proud to have been a part of these efforts and to have supported you in them.

Once again, it has been an honor to serve the American people under your leadership.

Sincerely,


Kenneth S. Apfel
Commissioner
of Social Security

January 12, 2001

President William Jefferson Clinton

The White House

Dear Mr. President,

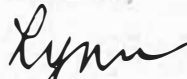
It has been an extraordinary four years here with you, Hillary, and the Gores. While I had wanted so much to be here the whole time, I can't imagine feeling any more fulfilled by my work. The opportunity that I've had to learn about Indian country and to be of help to them has been a blessing. It has been especially wonderful because you care so much about it.

As I told you, I intend to stay involved with the tribes by establishing a national political committee. Its mission is empowerment of all of the tribes and of individual Indian people. We will do grassroots training, candidate recruitment, and polling, in addition to giving financial help to those who support Indian country at the state and federal level. I hope that we can educate people about the needs that exist in such a profound way in too many of the tribes. It is also a way that the tribes with money can help those in need. There is no question that the incoming administration will not hold these people in their heart in the manner that you have.

When I think back to the time that I met you, twenty years ago this month, and remember what a hard time it was for both of us, I truly rejoice in your accomplishments. History will record you as one of our greatest Presidents. I have no doubt that you will see those plaudits in your lifetime.

I wish you, the Senator and the future President (Chelsea), all of the joy and fulfillment that you deserve. It's been a great ride—and as James Taylor says, "I'm with you, walking or riding." Please call on me to help with your work at the library with Indian country. They will need you more than ever and they hold you in reverence.

With love,



Lynn Cutler

Deputy Assistant to the President

Senior Advisor to the Chief of Staff on Indian Affairs

THE WHITE HOUSE
WASHINGTON

January 12, 2001

Dear Mr. President,

I refuse, defiantly, to write a farewell letter or to feel sad. We triumphed and we're not going away.

The achievements of your presidency, I believe, encompass more than the sum of its parts, more than an impressive list of bills enacted. They are lasting in the ways the nation has been renewed and in the presidential model you provide.

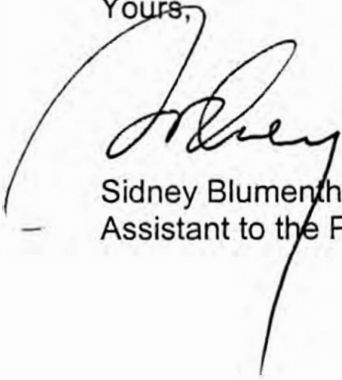
First, you started the cycle of progress that had been unnaturally and viciously stopped. When I was nearly twelve years old, in Chicago, I made the first money I ever made by serving as an election day runner for my precinct captain, a city worker and retired corner-man for various failed heavyweight contenders. In October 1960, John F. Kennedy came to town to receive the support of the massed Democratic Party in a torchlight parade that wound up in the old Chicago Stadium. Besides the five dollars I was paid for getting my neighbors to vote, attending the rally was my reward. I never really recovered. From that moment, my involvement in politics never ended. But when Martin Luther King, Jr. and Robert F. Kennedy were murdered, the promise of what America might be was wrenchingly stopped. You may remember that in December 1987, when we met at Hilton Head, you remarked to me: "I hope you can help me." I proved increasingly receptive to the notion and I have never, never regretted it. What you did in the presidency was to start the cycle of American progress again—not just the one that was stopped in the 1960s, but the one halted in the 1860s. It is the greatest thing in our lives.

Second, you are only the fourth Democratic president, with the exception of Jefferson and the Virginians, to have been elected to two successive terms. Jackson, Wilson and Roosevelt all brought the nation into new progressive eras. You did too. Your presidency fits that pattern for our time. You have set the standard for the presidency in the 21st century. Your ideas on how to create one nation in a period of globalization will be the basis for all politics to come. The new president and those after him will inescapably be measured according to your standard.

I cherish my memories, of course, but nostalgia can be distorting and ultimately debilitating. For all you have achieved, I know you have much more to do. Those of us who worked with you carry a new public trust as well. It is the living legacy of your presidency. We leave this building, but we are not finished.

Thank you for your friendship and your leadership. Those words may seem impersonal, but they are heartfelt. I cannot truly describe my affection for you and Hillary.

Yours,



Sidney Blumenthal
Assistant to the President



THE SECRETARY OF AGRICULTURE

WASHINGTON, D.C.

20250-0100

January 12, 2001

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

One of the darkest moments of my political career came in the election of 1994 when, after eighteen years of my hanging on, the people of the 4th district of Kansas decided enough is enough and gave me the boot. Lamenting my defeat, I couldn't help but recall the words of Mo Udall, "The people have spoken...the bastards."

So what's a down-on-his-luck, vanquished Congressman to do? Turn to his friends.

Al Gore and Leon Panetta, classmates of mine from the House came to the rescue. With their help and some divine intervention, the heavens opened and a hand reached down and plucked me from my slide toward oblivion. Actually, what opened were the doors to the White House, and the hand that reached down was yours.

Mr. President, you gave me a job.

Oh how grateful was I, but little did I know what was in store for me—what I would have to endure in defense of my President. Naked protesters hurling genetically modified soy beans at me; animal rights activists dumping buffalo guts on me; a tofu cream pie thrown at me. But with dignity and a little humor I endured—for the good of the country. On more than one occasion I observed, "We're not in Kansas anymore."

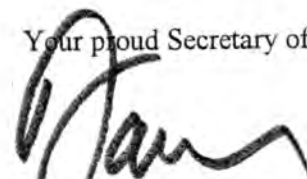
Mr. President, it has been an extraordinary opportunity and an exhilarating ride—a tremendously successful and fruitful eight years. Rhoda and I want to thank you, not just for the opportunity you've given me, but for the hope and promise you gave to millions of Americans.

Now, as one door closes and another opens, we move on powered by the strength of our convictions and our commitment to the public good. About your Administration and your tenure, much will be said. But, nobody said it better than my very, very proud parents who passed away a year ago, "You are one of the greatest public servants of all time."

A sentiment Rhoda and I wholeheartedly embrace.

Thank you Sir. Your spirit, your fortitude, and your deep commitment to the American people will be with us forever.

Your proud Secretary of Agriculture,



Dan Glickman



Office of the Director
Federal Emergency Management Agency

Washington, D.C. 20472

January 12, 2001

President William Clinton
The White House
Washington, DC 20500

Dear Mr. President:

I want to thank you for giving Lea Ellen and I a chance to serve the American people.

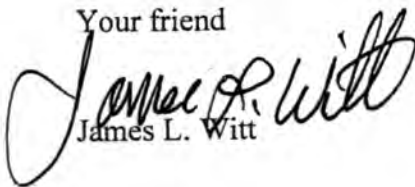
We want you to know because of your leadership we have been able to make a difference in a lot of peoples lives. Making America a safer place to live and a safer place to work and raise their family.

I think that we have all been blessed because of you and what you have done. It has been a wonderful time and a great honor to have the opportunity to serve in your administration. You truly have made a difference for not only America but for Lea Ellen and me.

There is a verse I want to share with you that fits your leadership and you. "If we are not part of planting the trees of the future then we do not deserve the honor of standing in the shade of the trees of the past."

You have planted the trees for the future for the world. God Bless you.

Your friend


James L. Witt





U.S. SMALL BUSINESS ADMINISTRATION
WASHINGTON, DC 20416

January 12, 2001

President William Jefferson Clinton
The White House
Washington, DC 20500

Dear Mr. President:

On several occasions, in recent days, you and Mrs. Clinton have mentioned that over the past eight years Clinton appointees have formed families, raised children, and more – all while carrying on with the business of governing, and fulfilling our promises to the American people. When I received a call from HUD Secretary Henry Cisneros to become part of your team, my daughter Aurora was just two and a half years old. Today she is 10 years old and five feet tall. She has grown up as part of the Clinton Administration and has great expectations because of the high standards you set. You made it possible for her mother, a girl from Puerto Rico and Brooklyn, to make important contributions to this country. When Aurora's school asked her to name the celebrity she admired most, her answer was: "my mother".

Thank you, Mr. President, for making me a hero in my daughter's eyes, and in the eyes of my community. Thank you for showing all Americans how much talent exists among our very diverse citizenry – Hispanic, Black, Asian, White, disabled, straight and gay men and women. Your vision of inclusiveness, which at times was maligned, is now being emulated by the incoming Administration.

Certainly among your accomplishments has been the balancing of the budget, the elimination of the deficit, and the phenomenal job creation that has ensued. As Administrator of the U.S. Small Business Administration, I am proud that more than half of the new jobs were created by small business. I am also proud that, consistent with your vision, we tripled SBA loans to women owned businesses, more than doubled loans to minorities, and, passed the New Markets initiative.

Mr. President, you are still a young man (though at times you may feel otherwise). Please continue your involvement in the important issues of the day. At a meeting with the Hispanic Caucus, you said several times that you wished you could do more for, and with, Latin America. Certainly, your designation of Mack McLarty and Buddy McKay to be your special envoys to Latin America underscored the seriousness of your commitment. In "retirement" from the presidency, I hope you will continue your focus on Latin America. I would be happy to assist you in that area.

Finally, I thank you with all my heart for the honor of serving you and this great country. It has been an experience I will always treasure. And I thank you for your friendship. You have brought a level of warmth and humanity to this important job that has been an inspiration, even under the most challenging circumstances.

¡Gracias!

Con mucho cariño,

Aida
Aida Alvarez



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, D.C. 20415

OFFICE OF THE DIRECTOR

January 11, 2000

President William J. Clinton
The White House
Washington, DC 20500

Dear Mr. President:

It has been an extraordinary privilege to serve in your Administration for the last eight years. You and the Vice President have brought our Nation greater prosperity, given help and hope to those in need, and made our democracy a shining beacon for the entire world.

As Director of the Office of Personnel Management, I have seen first hand what your leadership has meant—empowerment of front-line workers; an emphasis on customer service; a positive shift toward labor-management partnership; and a firm and unwavering commitment to achieving results for the American people.

I particularly valued your realization that the Federal government should—and could—be a model employer, and the steps you so ably took to make this a reality. Your efforts propelled OPM into a national role with a visibility it never had before. Through your leadership, millions of Federal employees are better able to balance their work and family lives and contribute their energy and talent to help run our great nation.

Consequently, large employers across America are reassessing their human resources strategies and improving employee productivity and the bottom line with programs like the ones we have implemented under your leadership.

As I get ready to leave this agency and your Administration, I often pause to reflect on some of what we accomplished.

- Ground breaking legislation to provide long-term care insurance to 13 million members of the Federal family—the first new addition to the Federal benefits package since 1960.
- Implementation of the Patients' Bill of Rights and mental health parity in the Federal Employees Health Benefits Program.

- Strengthening Government's ability to recruit by creating a Career Intern program and Student Loan Repayment program to attract high quality, diverse job candidates.
- Creation of the Federal government's first Employee Stock-Ownership Plan with the privatization of OPM's investigations unit.
- Modernizing the way we attract, evaluate, reward, and retain our Government's top career executives.
- Expansion and promotion of a family-focused Federal workplace which offers flexible work hours, telecommuting, leave banks, childcare subsidies for low-income workers, use of earned sick leave to care for seriously ill family members, and makes it easier for employees to get needed health screenings.

This is a strong record of accomplishment that will stand the test of time and be a lasting legacy for the nearly two million citizens who serve our nation.

My thoughts and best wishes go out to you and Senator Clinton as you close this chapter of your lives and get ready to take on new challenges. Thank you for the opportunity to serve you, this Nation and its people. These experiences and memories will last a lifetime.

Sincerely yours,



Janice R. Lachance
Director

Every day was a rewarding
adventure, thanks to you.

I want you to know you can
always count on me to support
you and the causes we share.

THE WHITE HOUSE
WASHINGTON

January 12, 2001

Dear Mr. President:

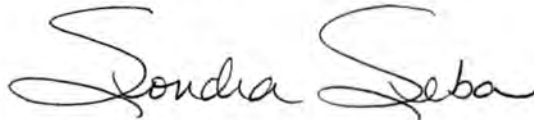
I don't quite know how to express what's on my heart today as I'm packing up my belongings from the past eight historic years, getting ready to start the next chapter in my life. It has been the most exciting roller-coaster ride I could have EVER imagined!

You and your mother believed in me at a difficult time in my life, and put me to work on your campaign in Little Rock the summer of 1992, and, thank goodness, I've never looked back. As your mother always used to say, "Lord, help me to remember that nothing is going to happen to me today that you and I can't handle together." She taught me a lot, and I will always love her.

You have made the world a much better place, Mr. President. Thank you for the heart and soul you put into your service as President of this great country. My family and I have always believed in you, and you have NEVER - EVER -- let us down.

I will always be eternally grateful to you for the honor of serving in your Administration, and I will cherish these memories for the rest of my life.

All my best,

A handwritten signature in cursive script that reads "Sondia Seba". The signature is fluid and elegant, with the first name "Sondia" and last name "Seba" clearly distinguishable.



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET

WASHINGTON, D.C. 20503

January 12, 2001

THE DEPUTY DIRECTOR

The President
White House
Washington, D.C. 20500

Dear Mr. President:

First, I wanted to thank you for the lovely and thoughtful Christmas present. I hope in my new life that I will have a bit more time to enjoy reading about Oxford and everything else. I loved the book, and I will cherish your inscription.

Mr. President, also thank you for the opportunity to serve our country. I feel so very lucky to have had the chance of a lifetime to contribute to the progress, not simply change, that James so eloquently referred to in his remarks on Saturday. The breadth and depth of the progress are tremendous: the people who were unemployed and now have jobs, the kids who can go to college, the people that were saved in Kosovo, and the single mothers making ends meet with EITC. It also has impacted those I know and love like my best friend's mother Betty Giles, who can keep working and receive social security, and my sister Stephanie, who has used family medical leave twice during our time here.

With every ounce of my controlled Greek heart, I share your passion for making this great nation greater, its people better, and promoting peace and helping those less fortunate around the world. I feel that every day that you served, you got up with a fire in your belly to change the world, and we have.

Your leadership got us here, kept us here, and enabled us to do our work. You have been the captain of the team inspiring us and teaching us to never give up. You recognize and remind all of us why we are here. When we finished all those long meetings in the Roosevelt Room on your first budget, you turned to me and asked, "What are the people in Hinton going to think of what we just did?" They and millions of other Americans think a whole lot of what we have done.

I will not say farewell because there is still a lot to be done and the rest of our lives to do it.

With Fond Memories,

Sylvia M. Mathews

THE WHITE HOUSE
WASHINGTON

January 12, 2001

Dear Mr. President,

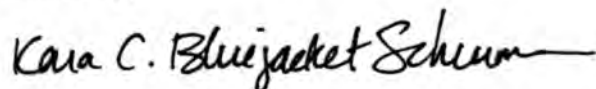
I want to describe to you what has been most memorable for me in my time at the White House. I live on the Lac du Flambeau reservation in northern Wisconsin and I began here this past September as an intern. I was placed in the Counsel's Office, exactly where I wanted to be. In December I finished my internship and was hired as the Special Assistant to Deputy Counsel Bill Marshall.

From the moment I learned that I would be coming to the White House, my family and my community have been a wealth of support and strength. Few from my reservation have ever had such a unique opportunity and many people worked hard to help get me here. My culture and my home are very sacred to me and that is why this past November I wore my traditional Ojibwe jingle dress to the intern photo. Afterwards, as you walked by, you reached to me and shook my hand. You told me that I had a beautiful dress and asked me where I was from. I was so honored to hear you reply, that you were glad to have me here.

Also as memorable, Lynn Cutler purchased some Ojibwe dream catchers from my mother and I and said that one was a gift for you. My mother and I are delighted to hear that you liked it, but a true honor was when in recently stopping by to see the "Appeal to the Great Spirit" statue, I saw the most beautiful thing in the world. My mother's dream catcher hanging from the arm of the statue. It is a true symbol of the time I have spent here at the White House and how I have grown. It is dream catchers that my mother spent hours to make before I left the reservation just so I would have the money to make the trip. I was overcome with pride, pride for my family, my people, and for my President.

Mr. President, I sincerely thank you for allowing me to serve you and this administration. I know you are many things to many people, but for me, you are just a man. A man with respect and honor who recognized the culture of a woman who worked hard and traveled far to make a difference for herself and her family. May the dream catcher inspire your dreams, as you have done for me. Mii-gwetch! (Ojibwe for 'thank you').

Sincerely,



Kara C. Bluejacket Schurman
Special Assistant to the Deputy Counsel



THE CHAIRMAN

EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL OF ECONOMIC ADVISERS

WASHINGTON, D.C. 20502

January 12, 2001

Dear Mr President:

It does not seem that long ago when I arrived at the Council of Economic Advisers for my first day on the job. It was October of 1994 and Laura Tyson was the Chair and Joe Stiglitz the other Member. About 11 am, Laura came by my office and said "Come on, we are going to the Oval Office to brief the President on the WEB." I walked into the Oval in a bit of a daze, but was soon plunged into the middle of a lively discussion of economic issues and policy.

I had heard that you were a careful reader of the economic material that the CEA sent you and that you had a quick understanding of economic issues. But I was quite unprepared for how easily you grasped complex economic issues and asked pointed questions that were often not easy to answer.

The CEA exists to provide the President of the United States with understanding and analysis of the economy. Serving you as President has been such a pleasure because it has always been clear that you valued what we had to offer and understood what we had to say. You often disagreed with us in ways that showed us the flaws in our own reasoning. And in the end, you and Vice President Gore made the important policy decisions that set this economy on its path of sustained growth.

One of the pleasures of serving in your Administration has been to work with other members of the economic team. From the staff and Member of the CEA through to leaders like Bob Rubin, Larry Summers and Gene, this has been a class act.

Finally, it makes a difference when it is fun. Throughout the difficult policy struggles, you were able to keep your sense of humor. You commented the other day that no one could have enjoyed the job more than you have. That helped us have fun working for you.

Best wishes for the future. I know that you have much to offer this country and the world in the years ahead.

Sincerely,

Martin N. Baily

The President
The White House



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

January 12, 2001

The Honorable William J. Clinton
President of the United States
The White House
Washington, DC 20500

Dear Mr. President:

I am writing to express my profound gratitude for the service you have given this Nation over the past eight years. Under your leadership, the United States has experienced an unprecedented period of economic prosperity, has worked tirelessly for peace around the globe, and has firmly re-established its historic position as the economic and technological engine of the world.

Above and beyond all these achievements, however, I believe that the most enduring legacy of the past eight years has been your effort to include Americans in your Administration who, far too often in our history, have been pushed to the margins of society.

During your eight years in office, you have battered down barriers to participation and acceptance for Americans from all walks of life. Asian Americans and Pacific Islanders, Hispanic Americans, African Americans, women, people with disabilities and gay and lesbian Americans have found themselves welcomed at the highest levels of government in a way that has never been seen before. You have set a standard for inclusion that all future Administrations will be called upon to meet, and there is no greater service you could have done for this Nation.

It will soon be 59 years since the day my family and I, along with 120,000 other loyal Japanese Americans, were forced from our homes and into internment camps simply because of our race. And yet, as I write this letter today, I do so as a member of your Cabinet.

I can think of no greater praise for this country than to say that, in America, it is possible to get from there to here. It has been an amazing journey for me, and I will always be grateful to you for the role you have played in making it possible.

Sincerely yours,

A handwritten signature in black ink, which appears to read "Norman Y. Mineta", is written over the typed name.

Norman Y. Mineta



United States
Environmental Protection Agency
Washington, D.C. 20460

The Administrator

January 10, 2001

Dear Mr. President:

Fifty years ago, as a young man with limited education, my father left his family and his country to come to the United States. Before becoming an American citizen, he served in active combat for the U.S. Army in Korea. With Veterans benefits he bought our first house, went to school and became a teacher. He chose public service as a way to give something back to this country that gave him a new beginning and our family everything. Thirty years later when I graduated from law school, I chose public service because of his example. The opportunity to serve you and the American people was the realization of my greatest dream.

Your achievements in protecting the public's health and environment – their air, water, food, family and communities – is unparalleled in the history of this country's effort to protect where we live our lives and how we live our lives. No President has stood more firmly for strengthening, expanding, and enforcing the nation's environmental laws and protections. Whether it was setting the toughest air pollution standards, cleaning up toxic waste sites, fighting for new Safe Drinking Water and Food Quality laws that specifically protect children, expanding the public's right to know, recognizing the rights of tribes and all communities to protect their environment, restoring the Everglades, or saying no, over and over, to those in Congress who would roll back the work of this Administration and others before us – you never wavered in your commitment and leadership. And in so doing, not only is the environment better, but the public's trust in its government's stewardship to protect those things and places we all share has been strengthened immeasurably.

When you asked me to join you on this incredible journey eight years ago, my son had just begun kindergarten. I could still carry him in my arms. This year he will begin high school. He, and all of the children of this country, and their children will reap the benefits of your leadership as they breathe cleaner air, eat safer food and live in healthier communities. As I leave EPA in this, its thirty-first year, I have served longer than any other Administrator. I could not have done that had I not been so sure of your support. I thank you for that. To get up each and every morning, come to work and do my best to make this country a little bit better has been my greatest honor.

Mr. President, your dedication to an active, engaged government will inspire the next generation of American heroes from all walks of life to serve the public. This will be your greatest legacy.

With deepest admiration and respect,

A handwritten signature in cursive script, reading "Carol M. Browner", is written over a horizontal line.

Carol M. Browner



THE DEPUTY SECRETARY OF THE TREASURY
WASHINGTON

January 12, 2001

The Honorable William Jefferson Clinton
President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. President:

It has been a privilege to work for your Administration in four different Senate-confirmed positions, as Special Envoy on the Promotion of Democracy in Cuba and as Special Representative of the President and Secretary of State on Holocaust Issues.

You have been enormously supportive and directly helpful in key Holocaust negotiations with the Germans, for which I am deeply grateful.

You have helped transform our economy, making it the healthiest and most competitive in the world. You have projected an activist, engaged foreign policy with major accomplishments. You have made remarkable progress in the international trade area, opening markets, reaching major milestones with PNTR, NAFTA, and the Uruguay Round—showing political courage by taking on key Democratic Party constituencies.

I also believe you have transformed the national Democratic Party into a more centrist party, associating it with prosperity, global engagement, a tough anti-crime posture, coupled with our Party's traditional concern for the disadvantaged.

I wish you God's speed in all your future endeavors. Thank you once again for the privilege of serving in your Administration.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Stuart E. Eizenstat".
Stuart E. Eizenstat

Good luck - and Thanks!

DEPARTMENT OF THE TREASURY
WASHINGTON D.C.

SECRETARY OF THE TREASURY

January 12, 2001

The Honorable William Jefferson Clinton
President of the United States
The White House
Washington, D.C. 20502

Dear Mr. President,

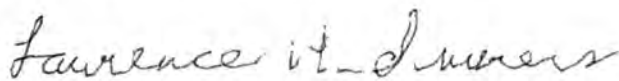
I wanted to take this opportunity to thank you for your leadership of this country during what turned out to be one of the most remarkable periods in our history. Your Administration will long be remembered as one that successfully guided the United States through a period of unprecedented global change and helped it to emerge as the most successful and powerful nation the world has ever known. With your efforts the United States has truly been an example to other nations and a symbol of hope, prosperity and peace.

Of the myriad strengths that you brought to the office of the Presidency, none was more important than your recognition that decisions at the highest level of government cast the longest shadows. I saw that quality most vividly that night when you took the courageous decision to support Mexico in 1995, and time and again thereafter. For eight years, you have consistently looked for the long-term solution rather than the easy fix, the path of right over the path of political expedience, and our nation and the world have been the stronger for it.

Let me highlight also, on behalf of the Treasury, our profound gratitude that you were willing to invest energy and political capital in issues that Washington would have been all too happy to overlook: particularly the problems of the poorest, most indebted countries and the global scourge of HIV/AIDS; and the forgotten parts of our own nation that you have worked to help in both your Community Reinvestment initiatives and your support for New Markets. As a result of your leadership on these issues, quite literally millions of people here in America and around the world have had their hopes raised and their futures brightened.

Finally, on a personal level, I would like to thank you for giving me the deep honor of serving in your Administration and to be part of such a uniquely challenging and dynamic period in our nation's history. It has, quite simply been the experience of a lifetime.

With thanks and very best wishes for the future,



Lawrence H. Summers

SECRETARY OF THE AIR FORCE
WASHINGTON

January 10, 2001

The President
The White House
Washington DC 20550-0001

Dear Mr. President:

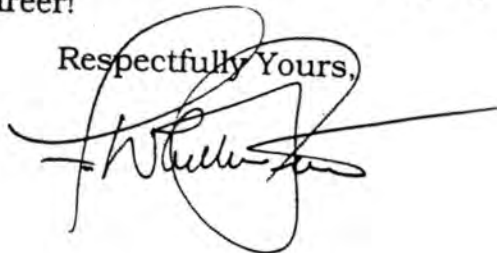
As you depart the White House, I want to thank you, on behalf of the 700,000 men and women of America's Air Force, for 8 years of inspired leadership and loyal support. I am humbled to lead these great men and women, and I will be forever grateful for the opportunity to help carry out your vision for a stronger nation and a more stable world.

With your determination to keep America's armed forces relevant in a changing world, the Air Force evolved from the garrison force that won the Cold War to the Expeditionary Aerospace Force that dominated the skies over Serbia. Today, America's Air Force is stronger, more versatile, and better led than ever before.

Under your courageous leadership, we vanquished a truly evil dictator in the Balkans, deterred conflict around the globe, and brought comfort to the afflicted in over a hundred countries. Allies and adversaries alike respect the capabilities of our Air Force and our nation.

Thank you again for the most exhilarating experience of my professional career!

Respectfully Yours,

A handwritten signature in dark ink, appearing to read "F. William McMurtry", is written over the typed name "F. William McMurtry". The signature is fluid and cursive, with a large loop at the end.



INTERNATIONAL
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
2400 DEFENSE PENTAGON
WASHINGTON, DC 20301-2400

12 January 2001

President William Jefferson Clinton
The White House
Washington, DC

Dear Mr. President:

I wanted to express my sincere appreciation for allowing me to serve in your Administration. To me this opportunity has embodied the promise that both your Presidency and American ideals represent.

I was born and raised as a member of the Hungarian minority in the former Czechoslovakia. Until age 14, I lived in the Eastern Block, never crossing the iron curtain. It was the Summer of 1989 when our family fled an oppressive regime and threats of abridged rights for Hungarian minorities. Most importantly, however, we fled our growing desperation – a desperation spawned by a lack of opportunity to grow individually and as a family. We left behind everyone we knew and everything we owned. After nine months in a German refugee camp, we learned that America allowed my family entrance as political refugees. When we arrived in the United States and settled in Seattle, we knew that we had been given a chance for a fresh start. We all had dreams and goals. However, I could never have imagined that my determination and enthusiasm to succeed would be rewarded so soon with an appointment to work for your Administration. Your Administration has helped me make this dream a reality, and confirmed what my parents hoped for all along in “America, the land of opportunity.”

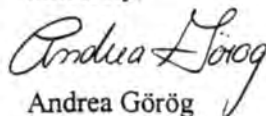
During my time, I have served as a Confidential Assistant to Secretary Daley at the Department of Commerce, where I also had the opportunity to be on the White House China Task Force. As Secretary Daley moved on to the campaign, I moved to the Department of Defense as a Country Director in the European Policy office. Both positions have given me a new perspective on international relations and the laws that support and structure them. The positions provided me with an intimate knowledge of many facets of the economy, defense, foreign diplomacy, and the ins-and-outs of the U.S. government.

I feel fortunate to have had such wide-ranging experiences, and to meet such a diverse group of people. Each experience has allowed me to broaden my understanding of the world, and deepen my interest in international affairs. To experience the reward of hard work has been similarly gratifying.

Mr. President, congratulations on eight great years! I feel honored for being selected as a political appointee and for being given this grand opportunity by you to contribute to and shape this country's future.

I wish you the best, in your future endeavors.

Sincerely,


Andrea Görög





1-16-01

OFFICE OF THE VICE PRESIDENT
WASHINGTON

January 12, 2001

Dear Mr. President,

First of all let me thank you for the "Arkansas Cup" that you sent me as a memento. Such gestures mean more than you perhaps realize. They certainly matter deeply to me and to Lynn.

During brief moments of chat when I saw you on one receiving line or another I spoke of coming to see you face to face. But I may have waited too long. There is a great list of people with similar requests and only so much time left for your schedulers to parse out. Moreover, Lynn and I leave town for a short vacation on Wednesday.

So I have decided to write in order to make sure that what I want to say to you is expressed one way or another.

I am intensely proud of the direction in which you and the Vice President have lead the country and the world, and profoundly honored and grateful to have had a part to play in that process. It saddens me to think of all the ink that has been spilled on the proposition that we had no strategy and no vision. What we had was a sense of high purpose, a hopeful view of humanity and of the world, and a willingness to venture in order to give this country and world the possibility of doing better.

It was always clear to me what the difference was between our sometimes painful search for the means to accomplish these goals, and the goals themselves. Since we were operating in unprecedented circumstances, it was inevitable that we would have to search for tactics that would work. Ideals should be constant, tactics must be variable. Quite a few very smart people among our critics either did not grasp the difference between what was permanent in our outlook and what was exigent in our approach, or they chose to conflate them.

At any rate, looking back at what has been accomplished I truly believe that history will judge that the Clinton-Gore Administration displaced the trajectory of our country and of the world upwards, towards greater hopes and higher accomplishments.

As to what is permanent among the things that have been accomplished, no one can say. But we do permanently know that, given the chance to take hold of the future, we did so to the fullest measure of our capacities. And that, I hope, will be history's judgement not only of your Administration, but of you and the Vice President personally.

With great respect,

**PHOTOCOPY
WJC HANDWRITING**

THE CHIEF OF PROTOCOL HAS SEEN
1-18-01

THE CHIEF OF PROTOCOL
WASHINGTON

January 11, 2001

Dear Mr. President,

The past eight years have flown by so quickly that I feel I have just blinked my eyes and they are over.

You offered me an incredible experience in the Protocol office and then as the Chief of Protocol for the United States.

It has been my pleasure to work with you all of this time. I cannot begin to thank you for what I have learned and experienced.

If I can be of any assistance to you in the future, please let me know. I do want to continue to be involved somewhere in the international area either here or in New York.

Your future looks very bright and exciting. I wish you continued health and happiness for the years ahead. Again, many thanks for your confidence and support.

Respectfully,

Mel French

The President
The White House
Washington, D.C.

PHOTOCOPY
WJC HANDWRITING