

DEPARTMENT OF CORRESPONDENCE

--Letters In Process--

August 4, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	125	
Coded	1,300	876	
Data Entered	300	344	
Printed	300	306	
Agency Responses to review	9,500	378	
Agency Responses to close out	0	0	
Total	18,400	2,027	
Average Turnaround (Days)			
Routine	30	11	15-20
Hardship	2	1	1-2
Incoming (X)*	418	770	
Outgoing (X)*	804	1,050	
E-Mail			
In Process (Letters)			
Unread	3,000	610	
Coded	400	45	
Data Entered (text pending)	1,250	881	
Total	4,650	1,536	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	4	4
Read/Tallied (80%)	10	2	4
Incoming (X)	621	411	
Outgoing (X)	495	444	
Gift			
In Process (Letters)			
Letters	15	10	
Cards	36	28	
Gifts	51	41	
Total	102	79	
Average Turnaround (Days)			
Letters	3-7	3-6	3-8
Cards	2-4	2-4	2-4
Incoming (X)	47	41	
Outgoing (X)	46	38	
Greetings			
In Process (Letters)			
Unread	1,800	362	
Sorted	17,735	12,950	
Addressed	9,962	8,341	
Total	29,297	21,653	
Average Turnaround (Days)			
(prior to event)	7	10	10
Incoming (X)	1,117	1,208	
Outgoing (X)	1,833	2,119	
Health Care Reform Information Center			
In Process (Letters)			
Unread	8,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		0	
First Lady		0	
Data Entered	2,000		
Presidential (text pending)		4,039	
First Lady		892	
Total	9,630	4,931	
Average Turnaround (Days)			
	60	3	5
Incoming (X)	350	1,074	
Outgoing (X)	775	On Hold	
HRC			
In Process			
Unread	500	472	
Coded	4,500	4,377	
Data Entered (text pending)	1,500	1,489	
Data Entered (text cleared)	1,000	700	
Card (pending)	1,000	0	
Total	8,500	7,018	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (X)	341	373	
Outgoing (X)	143	497	

* (X) = Daily Averages

** Total Outgoing Includes NRN sent to file.
Information as of Friday, July 29, 1994

DEPARTMENT OF CORRESPONDENCE

--Letters in Process--

August 4, 1994

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	0	
Coded	15,000	2,088	
Data Entered (text pending)	46,985	8,466	
Total:	103,024	10,554	
Average Turnaround (Days)	14-265	14	14-60
Incoming (x)*	3,483	3,157	
Outgoing (x)*	3,803	3,980	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	359	
Unsorted Postcards	125,000	1,020	
Total:	126,603	1,379	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	9,634	
Outgoing (x)	6,511	8,778	
PLM			
In Process (Letters)			
BC signatures	25	6	
Gifts	40	15	
Greetings	100	10	
Other VIP	275	150	
Messages	500	350	
Total:	940	531	
Average Turnaround (Days)			
BC signatures	1-30	1-4	x = 5
Gifts	1-30	1-2	x = 3
Greetings	1-5	1-2	1-5
Other VIP	1-90	1-15	x = 15
Messages (prior to event)	1	1-8	7
Incoming letters (x)		70	
Incoming messages (x)		80	
Outgoing letters (x)		89	
Outgoing messages (x)		39	
Presidential Support			
In Process (Letters)			
Letters	281	0	
Documents	0	0	
Letters held for future date		448	
Total:	281	448	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	1-2	2
Incoming (x)		270	
Outgoing (x)		256	
Student Unit			
In Process (Letters)			
Unread	47,857	3,265	
Data Entered (text pending)	3,652	620	
Total:	51,309	4,085	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	3-14	10-20
WH Book	265	1	1
Incoming (x)	819	653	
Outgoing (x)	815	2,600	
TOTAL INCOMING (x) 12,235 6,177			
TOTAL OUTGOING (x)** 5,107 9,316			

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.
Information as of Friday, July 29, 1994

DEPARTMENT OF CORRESPONDENCE

-- Letters In Process --

July 28, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	475	
Coded	1,300	832	
Data Entered	300	275	
Printed	300	295	
Agency Responses to review	9,500	400	
Agency Responses to close out	0	800	
Total	18,400	3,077	
Average Turnaround (Days)			
Routine	30	11	15-20
Hardship	2	1	1-2
Incoming (X)*	418	544	
Outgoing (X)*	804	985	
E-Mail			
In Process (Letters)			
Unread	3,000	515	
Coded	400	75	
Data Entered (text pending)	1,250	1,145	
Total	4,650	1,735	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	4	4
Read/Tallied (80%)	10	2	4
Incoming (X)	621	538	
Outgoing (X)	495	580	
Gift			
In Process (Letters)			
Letters	15	12	
Cards	36	36	
Gifts	51	53	
Total	102	101	
Average Turnaround (Days)			
Letters	3-7	2-7	3-9
Cards	2-4	2-4	2-4
Incoming (X)	47	48	
Outgoing (X)	46	45	
Greetings			
In Process (Letters)			
Unread	1,600	1,781	
Sorted	17,735	13,767	
Addressed	9,982	7,345	
Total	29,297	22,893	
Average Turnaround (Days) (prior to event)			
	7	10	10
Incoming (X)	1,117	1,745	
Outgoing (X)	1,833	2,195	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		0	
First Lady		0	
Data Entered	2,000		
Presidential (text pending)		1,023	
First Lady		0	
Total	9,630	1,023	
Average Turnaround (Days)			
	60	1-2	5
Incoming (X)	350	637	
Outgoing (X)	775	868	
HRC			
In Process			
Unread	500	472	
Coded	4,500	4,377	
Data Entered (text pending)	1,500	1,469	
Data Entered (text cleared)	1,000	700	
Card (pending)	1,000	0	
Total	8,500	7,018	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (X)	341	373	
Outgoing (X)	143	497	

* (X) = Daily Averages

** Total Outgoing includes NRN sent to file.
Information as of Friday, July 22, 1994

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

July 28, 1994

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	3,582	
Coded	15,000	1,985	
Data Entered (text pending)	46,985	10,605	
Total	103,024	16,172	
Average Turnaround (Days)	14-265	14-30	14-60
Incoming (X)*	3,483	3,533	
Outgoing (X)*	3,803	3,663	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	708	
Unsorted Postcards	125,000	1,037	
Total	126,603	1,745	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (X)	12,481	9,888	
Outgoing (X)	6,511	7,236	
PLM			
In Process (Letters)			
BC signatures	25	7	
Gifts	40	15	
Greetings	100	20	
Other VIP	275	200	
Messages	500	400	
Total	940	642	
Average Turnaround (Days)			
BC signatures	1-30	1-4	X = 5
Gifts	1-30	1-3	X = 3
Greetings	1-5	1-3	1-5
Other VIP	1-90	1-20	X = 15
Messages (prior to event)	1	1-8	7
Incoming letters (X)		50	
Incoming messages (X)		50	
Outgoing letters (X)		92	
Outgoing messages (X)		29	
Presidential Support			
In Process (Letters)			
Letters	281	0	
Documents	0	0	
Letters held for future date		521	
Total	281	521	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	1-2	2
Incoming (X)		128	
Outgoing (X)		165	
Student Unit			
In Process (Letters)			
Unread	47,657	7,889	
Data Entered (text pending)	3,652	1,307	
Total	51,309	9,196	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	7-14	10-20
WH Book	265	1	1
Incoming (X)	819	702	
Outgoing (X)	815	2,473	

TOTAL INCOMING (X)	12,235	6,338
TOTAL OUTGOING (X)**	5,107	9,569

* (X) = Daily Averages
 ** Total Outgoing includes NRN sent to file.
 Information as of Friday, July 22, 1994

DEPARTMENT OF CORRESPONDENCE

-- Letters In Process --

July 21, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	0	
Coded	1,300	998	
Data Entered	300	295	
Printed	300	213	
Agency Responses to review	9,500	703	
Agency Responses to close out	0	924	
Total	18,400	3,133	
Average Turnaround (Days)			
Routine	30	11	15-20
Hardship	2	1	1-2
Incoming (x)*	418	546	
Outgoing (x)*	804	594	
E-Mail			
In Process (Letters)			
Unread	3,000	410	
Coded	400	375	
Data Entered (text pending)	1,250	1,201	
Total	4,650	1,986	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	7	4
Read/Tallied (80%)	10	3	4
Incoming (x)	621	498	
Outgoing (x)	495	465	
Gift			
In Process (Letters)			
Letters	15	34	
Cards	36	38	
Gifts	51	70	
Total	102	142	
Average Turnaround (Days)			
Letters	3-7	3-7	3-9
Cards	2-4	2-4	2-4
Incoming (x)	47	70	
Outgoing (x)	46	67	
Greetings			
In Process (Letters)			
Unread	1,600	2,140	
Sorted	17,735	11,844	
Addressed	9,962	7,802	
Total	29,297	21,786	
Average Turnaround (Days) (prior to event)			
	7	10	10
Incoming (x)	1,117	2,385	
Outgoing (x)	1,833	1,080	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		2,283	
First Lady		514	
Data Entered	2,000		
Presidential (text pending)		6,265	
First Lady		0	
Total	9,630	9,062	
Average Turnaround (Days)			
	60	30 - 45	5
Incoming (x)	350	559	
Outgoing (x)	775	236	
HHC			
In Process			
Unread	500	250	
Coded	4,500	5,449	
Data Entered (text pending)	1,500	1,469	
Data Entered (text cleared)	1,000	616	
Card (pending)	1,000	0	
Total	8,500	7,784	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	359	
Outgoing (x)	143	512	

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.
Information as of Friday, July 15, 1994

DEPARTMENT OF CORRESPONDENCE

--Letters in Process--

July 21, 1994

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	3,849	
Coded	15,000	2,479	
Data Entered (text pending)	46,985	14,994	
Total	103,024	21,322	
Average Turnaround (Days)	14-265	14-30	14-60
Incoming (x)*	3,483	2,410	
Outgoing (x)*	3,803	3,008	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	746	
Unsorted Postcards	125,000	7,300	
Total	126,603	8,046	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	8,765	
Outgoing (x)	6,511	7,202	
PLM			
In Process (Letters)			
BC signatures	25	8	
Gifts	40	15	
Greetings	100	0	
Other VIP	275	200	
Messages	500	400	
Total	940	623	
Average Turnaround (Days)			
BC signatures	1-30	1-4	x = 5
Gifts	1-30	1-5	x = 3
Greetings	1-5	1-2	1-5
Other VIP	1-90	1-20	x = 15
Messages (prior to event)	1	1-8	7
Incoming letters (x)		50	
Incoming messages (x)		60	
Outgoing letters (x)		80	
Outgoing messages (x)		24	
Presidential Support			
In Process (Letters)			
Letters	281	0	
Documents	0	0	
Letters held for future date		28	
Total	281	28	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	1-2	2
Incoming (x)		250	
Outgoing (x)		307	
Student Unit			
In Process (Letters)			
Unread	47,657	11,920	
Data Entered (text pending)	3,652	1,059	
Total	51,309	12,979	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	14-30	10-20
WH Book	265	1	1
Incoming (x)	819	905	
Outgoing (x)	815	411	
TOTAL INCOMING (x) 12,235 7,975			
TOTAL OUTGOING (x)** 5,107 9,708			

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.

Information as of Friday, July 15, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	2,973	
Coded	1,300	1,086	
Data Entered	300	803	
Printed	300	356	
Agency Responses to review	will update	will update	
Agency Responses to close out	will update	will update	
Total	4,500	5,218	
Average Turnaround(Days)			
Routine	30	25	15-20
Hardship	2	1-2	1-2
Incoming (\bar{x})*	418	362	
Outgoing (\bar{x})*	804	738	
E-Mail			
In Process (Letters)			
Unread	3,000	2,000	
Coded	400	1,050	
Data Entered (text pending)	1,250	1,946	
Total	4,650	4,996	
Average Turnaround(Days)			
Read/Coded/Answered (20%)	20	12	4
Read/Tallied (80%)	10	5	4
Incoming (\bar{x})	621	371	
Outgoing (\bar{x})	495	577	
Gift			
In Process (Letters)			
Letters	15	21	
Cards	36	42	
Gifts	51	54	
Total	102	117	
Average Turnaround(Days)			
Letters	3-7	3-8	3-9
Cards	2-4	3-4	2-4
Incoming (\bar{x})	47	49	
Outgoing (\bar{x})	46	47	
Greetings			
In Process (Letters)			
Unread	1,600	2,949	
Sorted	17,735	13,725	
Addressed	9,962	7,169	
Total	29,297	23,843	
Average Turnaround(Days)			
(prior to event)	7	10	10
Incoming (\bar{x})	1,117	1,556	
Outgoing (\bar{x})	1,833	2,251	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	-	
Coded	1,525	-	
Data Entered	2,000	138	
Total	9,630	138	
Average Turnaround(Days)			
	60	1	5
Incoming (\bar{x})	350	380	
Outgoing (\bar{x})	775	470	
HRC			
In Process			
Unread	500	265	
Coded	4,500	4,600	
Data Entered (text pending)	1,500	1,700	
Data Entered (text cleared)	1,000	1,000	
Card (pending)	1,000	611	
Total	8,500	8,176	
Average Turnaround(Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (\bar{x})	341	531	
Outgoing (\bar{x})	143	291	

* (\bar{x}) = Daily Averages

June 9, 1994

DEPARTMENT OF CORRESPONDENCE
-- Letters in Process --

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	19,261	
Coded	15,000	16,030	
Data Entered (text pending)	46,985	30,000	
Total	103,024	65,291	
Average Turnaround(Days)	14-265	14-90	14-60
Incoming (\bar{x})*	3,483	9,911	
Outgoing (\bar{x})*	3,803	9,090	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	1,204	
Unsorted Postcards	125,000	68,980	
Total	126,603	70,184	
Average Turnaround(Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (\bar{x})	12,481	14,505	
Outgoing (\bar{x})	6,511	7,146	
PLM			
In Process (Letters)			
BC signatures	25	10	
Gifts	40	30	
Greetings	100	100	
Other VIP	275	200	
Messages	500	700	
Total	940	1,040	
Average Turnaround(Days)			
BC signatures	1-30	1-15	$\bar{x} = 5$
Gifts	1-30	1-15	$\bar{x} = 3$
Greetings	1-5	1-5	1-5
Other VIP	1-90	1-40	$\bar{x} = 15$
Messages (prior to event)	1	1-3	7
Incoming letters (\bar{x})		80	
Incoming messages (\bar{x})		50	
Outgoing letters (\bar{x})		90	
Outgoing messages (\bar{x})		36	
Presidential Support			
In Process (Letters)			
Letters	281	132	
Documents	-	-	
Letters held for future date		300	
Total	281	432	
Average Turnaround(Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	2
Other	5	4-5	2
Incoming (\bar{x})		106	
Outgoing (\bar{x})		216	
Student Unit			
In Process (Letters)			
Unread	47,657	26,485	
Data Entered (text pending)	3,652	3,093	
Total	51,309	29,578	
Average Turnaround(Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	60-70	10-20
WH Book	265	1	1
Incoming (\bar{x})	819	897	
Outgoing (\bar{x})	815	2,540	

TOTAL INCOMING (\bar{x}) 12,235 11,828
TOTAL OUTGOING (\bar{x}) 5,107 11,260

* (\bar{x}) = Daily Averages

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Agency Liaison												
In Process (Letters)												
Unread	2,600	3,200	4,168	2,973	2,973	2,289						
Coded	1,300	1,060	360	456	1,086	890						
Data Entered	300	330	870	1,226	803	625						
Printed	300	265	298	95	356	250						
Agency Responses to review	5,500				2,500	500						
Agency Responses to close out	-				1,500	2,508						
Total	10,000	4,855	5,696	4,750	9,218	7,062	0	0	0	0	0	0
Average Turnaround(Days)												
Routine	30	25	25	25	25	25						
Hardship	2	2	1-2	1-2	1-2	1-2						15-20 1-2
Incoming (X)*	418	402	363	309	362	403						
Outgoing (X)*	804	1,148	899	637	738	1,127						
E-Mail												
In Process (Letters)												
Unread	3,000	1,000	4,406	2,492	2,000	0						
Coded	400	500	800	1,263	1,050	400						
Data Entered (text pending)	1,250	1,278	1,156	1,859	1,946	2,596						
Total	4,650	2,778	6,362	5,614	4,996	2,996	0	0	0	0	0	0
Average Turnaround(Days)												
Read/Coded/Answered (20%)	20	20	12	12	12	8						4
Read/Tallied (80%)	10	10	10	7	5	2						4
Incoming (X)	621	-	515	653	371	319						
Outgoing (X)	495	-	591	840	577	605						
Gift												
In Process (Letters)												
Letters	15	40	13	17	21	26						
Cards	36	40	31	42	42	30						
Gifts	51		44	36	54	56						
Total	102	80	88	95	117	112	0	0	0	0	0	0
Average Turnaround(Days)												
Letters	3-7	1	3-7	3-7	3-8	3-7						3-9
Cards	2-4	1	2-4	2-4	3-4	2-4						2-4
Incoming (X)	47	-	36	45	49	54						
Outgoing (X)	46	-	42	44	47	52						
Greetings												
In Process (Letters)												
Unread	1,600	-	5,885	4,071	2,949	1,579						
Sorted	17,735	-	13,005	11,360	13,725	13,750						
Addressed	9,962	-	6,382	7,836	7,169	6,899						
Total	29,297	0	25,272	23,267	23,843	22,228	0	0	0	0	0	0
Average Turnaround(Days) (prior to event)												
	7	-	7	10	10	10						10
Incoming (X)	1,117	-	1,336	1,025	1,556	1,667						
Outgoing (X)	1,833	-	1,900	2,408	2,251	3,050						
Health Care Reform Information Center												
In Process (Letters)												
Unread	6,105	2,732	240	-	-	-						
Coded	1,525	2,000	500	325	-	398						
Data Entered	2,000	0	700	200	138	426						
Total	9,630	4,732	1,440	525	138	824	0	0	0	0	0	0
Average Turnaround(Days)												
	60	10	1	1	1	1						5
Incoming (X)	350	-	239	350	380	398						
Outgoing (X)	775	-	361	500	470	470						
HRC												
In Process												
Unread	500	500	350	705	265	252						
Coded	4,500	4,000	4,700	4,500	4,600	5,168						
Data Entered (text pending)	1,500	1,500	1,500	1,700	1,700	1,800						
Data Entered (text cleared)	1,000	1,000	1,300	1,200	1,000	1,000						
Card (pending)	1,000	1,300	1,000	1,500	611	580						
Total	8,500	8,300	8,850	10,605	10,176	13,800	0	0	0	0	0	0
Average Turnaround(Days)												
Scheduling	3-5	4	4	4	4	4						4
Form Letter	10	13	13	13	13	13						13
Card Response	1-2	2	2	2	2	2						2
Individual Response	20	20	20	20	20	20						20
Children:												
Cards	10	10	10	10	10	10						5
Form Letter	15	15	15	15	15	15						10
Indiv. Response	20	4	20	20	20	20						10
Incoming (X)	341	-	500	379	531	412						
Outgoing (X)	143	-	399	208	291	287						

SUMMARY - May 18, 1994 -- July 30, 1994
 DEPARTMENT OF CORRESPONDENCE
 -- Letters in Process --

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Mail Analysis												
In Process (Letters)												
Unread	41,039	33,500	19,026	21,286	19,261	10,022						
Coded	15,000	15,000	16,000	16,400	16,030	6,193						
Data Entered (text pending)	46,985	47,486	29,421	34,074	30,000	32,132						
Total	103,024	95,986	64,447	71,760	65,291	48,347	0	0	0	0	0	0
Average Turnaround(Days)	14-265	14-265	14-60	14-90	14-90	14-90						14-60
Incoming (x)*	3,483	4,536	4,528	4,332	9,911	5,937						
Outgoing (x)*	3,803	2,619	4,456	7,034	9,090	5,280						
Postal Unit												
In Process (Letters)												
Unstapled Mail	1,603	1,265	686	1,968	1,204	791						
Unsorted Postcards	125,000	160,000	81,185	86,185	68,980	33,533						
Total	126,603	161,265	81,871	88,153	70,184	34,324	0	0	0	0	0	0
Average Turnaround(Days)												
Letters	1-2	-	1-2	1-2	1-2	1-2						1
Prop	5-8	-	5-8	5-8	5-8	5-8						5-7
Incoming (x)	12,481	-	20,405	13,392	14,505	11,613						
Outgoing (x)	6,511	-	42,812	7,804	7,146	8,225						
PLM												
In Process (Letters)												
BC signatures	25	720	20	20	10	15						
Gifts	40	0	40	40	30	45						
Greetings	100	-	100	120	100	100						
Other VIP	275	-	225	225	200	200						
Messages	500	-	450	740	700	700						
Total	940	720	835	1,145	1,040	1,060	0	0	0	0	0	0
Average Turnaround(Days)												
BC signatures	1-30	2-40	1-25	1-20	1-15	1-15						x = 5
Gifts	1-30	-	1-20	1-20	1-15	1-15						x = 3
Greetings	1-5	-	1-5	1-5	1-5	1-5						1-5
Other VIP	1-90	-	1-50	1-40	1-40	1-40						x = 15
Messages (prior to event)	1	-	1-3	1-3	1-3	1-3						7
Incoming letters (x)	-	-	-	25	80	100						
Incoming messages (x)	-	-	-	50	50	50						
Outgoing letters (x)	-	-	-	128	90	120						
Outgoing messages (x)	-	-	-	41	36	24						
Presidential Support												
In Process (Letters)												
Letters	281	500	666	657	132	130						
Documents	-	-	-	-	-	-						
Letters held for future date	-	-	-	-	300	400						
Total	281	500	666	657	432	530	0	0	0	0	0	0
Average Turnaround(Days)												
Clerk Requests/BC Signature	1	1	1	1	1	1						1
Red dot	1-2	1-2	3-4	3-4	1-2	1-2						2
Other	5	10	10	10	4-5	4-5						2
Incoming (x)	-	-	309	306	108	363						
Outgoing (x)	-	-	254	213	216	324						
Student Unit												
In Process (Letters)												
Unread	47,657	31,170	34,494	34,041	26,485	21,749						
Data Entered (text pending)	3,652	4,048	5,633	2,658	3,093	2,177						
Total	51,309	35,218	40,127	36,699	29,578	23,926	0	0	0	0	0	0
Average Turnaround(Days)												
Teacher Packets	20-40	1	1	1	1	1						1
Individual letters/card/form letters	60-80	60-80	60-80	60-70	60-70	60-70						10-20
WH Book	265	1	1	1	1	1						1
Incoming (x)	819	-	1,206	1,021	897	916						
Outgoing (x)	815	-	2,007	1,484	2,540	1,863						

TOTAL INCOMING (x) 12,235 - 23,200 21,611 11,828 7,943
 TOTAL OUTGOING (x) 5,107 - 6,541 7,034 11,260 14,410

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	2,289	
Coded	1,300	890	
Data Entered	300	625	
Printed	300	250	
Agency Responses to review	5,500	500	
Agency Responses to close out	0	2,508	
Total	10,000	7,062	
Average Turnaround(Days)			
Routine	30	25	15-20
Hardship	2	1-2	1-2
Incoming (x)*	418	403	
Outgoing (x)*	804	1,127	
E-Mail			
In Process (Letters)			
Unread	3,000	0	
Coded	400	400	
Data Entered (text pending)	1,250	2,596	
Total	4,650	2,996	
Average Turnaround(Days)			
Read/Coded/Answered (20%)	20	8	4
Read/Tallied (80%)	10	2	4
Incoming (x)	621	319	
Outgoing (x)	495	605	
Gift			
In Process (Letters)			
Letters	15	26	
Cards	36	30	
Gifts	51	56	
Total	102	112	
Average Turnaround(Days)			
Letters	3-7	3-7	3-9
Cards	2-4	2-4	2-4
Incoming (x)	47	54	
Outgoing (x)	46	52	
Greetings			
In Process (Letters)			
Unread	1,600	1,579	
Sorted	17,735	13,750	
Addressed	9,962	6,899	
Total	29,297	22,228	
Average Turnaround(Days)			
(prior to event)	7	10	10
Incoming (x)	1,117	1,667	
Outgoing (x)	1,833	3,050	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	-	
Coded	1,525	398	
Data Entered	2,000	426	
Total	9,630	824	
Average Turnaround(Days)			
	60	1	5
Incoming (x)	350	398	
Outgoing (x)	775	470	
HRC			
In Process			
Unread	500	252	
Coded	4,500	5,168	
Data Entered (text pending)	1,500	1,800	
Data Entered (text cleared)	1,000	1,000	
Card (pending)	1,000	580	
Total	8,500	8,800	
Average Turnaround(Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	412	
Outgoing (x)	143	287	

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	10,022	
Coded	15,000	6,193	
Data Entered (text pending)	46,985	32,132	
Total	103,024	48,347	
Average Turnaround(Days)	14-265	14-90	14-60
Incoming (\bar{x})*	3,483	5,937	
Outgoing (\bar{x})*	3,803	5,280	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	791	
Unsorted Postcards	125,000	33,533	
Total	126,603	34,324	
Average Turnaround(Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (\bar{x})	12,481	11,613	
Outgoing (\bar{x})	6,511	8,225	
PLM			
In Process (Letters)			
BC signatures	25	15	
Gifts	40	45	
Greetings	100	100	
Other VIP	275	200	
Messages	500	700	
Total	940	1,060	
Average Turnaround(Days)			
BC signatures	1-30	1-10	$\bar{x} = 5$
Gifts	1-30	1-15	$\bar{x} = 3$
Greetings	1-5	1-5	1-5
Other VIP	1-90	1-35	$\bar{x} = 15$
Messages (prior to event)	1	1-10	7
Incoming letters (\bar{x})		100	
Incoming messages (\bar{x})		50	
Outgoing letters (\bar{x})		120	
Outgoing messages (\bar{x})		24	
Presidential Support			
In Process (Letters)			
Letters	281	130	
Documents	-	-	
Letters held for future date		400	
Total	281	530	
Average Turnaround(Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	2
Other	5	4-5	2
Incoming (\bar{x})		363	
Outgoing (\bar{x})		324	
Student Unit			
In Process (Letters)			
Unread	47,657	21,749	
Data Entered (text pending)	3,652	2,177	
Total	51,309	23,926	
Average Turnaround(Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	60-70	10-20
WH Book	265	1	1
Incoming (\bar{x})	819	916	
Outgoing (\bar{x})	815	1,863	

TOTAL INCOMING (\bar{x}) 12,235 7,943
TOTAL OUTGOING (\bar{x})** 5,107 14,410

* (\bar{x}) = Daily Averages

** Total Outgoing includes NRN sent to file.

-- 90-DAY STRATEGIC PLAN --

**Agency Liaison
Office of Presidential Correspondence
The White House**

**Jenny McCarthy
Director**

**Sue Smith
Caseworker**

June 16, 1994

-- AGENCY LIAISON --

Role: The office of Agency Liaison within the Department of Correspondence handles casework -- namely, communications from individuals who ask the President and the First Lady for help in resolving a problem that generally falls under the jurisdiction of a federal agency. These requests arrive by letter, telephone, and e-mail, and we refer them to our contacts throughout the federal agencies for follow up. Where an individual's problem falls beyond the scope of a governmental agency, we turn the case over to the Salvation Army, the Red Cross, or some other humanitarian organization. We acknowledge each request with a White House letter, enter basic information about the case in our computerized tracking system, and monitor the federal agency's reply to ensure that a courteous tone is used. To date, Agency Liaison has handled over 160,000 cases.

Many cases are desperate and require our immediate attention, or are especially poignant. A Vietnam veteran is unable to obtain needed medical help, a victim of a natural disaster has nowhere to live, or a child writes the President that he is lonely to the point of wanting to die. We prioritize these cases and handle non-hardship cases through a routine referral process. We submit a regular report to the President on selected cases, and he signs letters to these individuals we have helped. We also regularly provide a report to the First Lady.

Perhaps more than other White House office, Agency Liaison demonstrates an enormously appealing side of President Clinton (and the First Lady) -- *i.e.*, a genuine caring for the concerns of ordinary citizens. This quality is underreported by the press, and our cases represent an as yet untapped source for positive, proactive press.

-- 90-DAY GOALS, STRATEGIES, AND PROGRESS --

Goal #1: Reduced Turnaround Times: Process hardship cases in one to two working days and routine (non-hardship) cases in 15 to 20 working days. In addition to our existing practices, we have:

- o **Strategies:** o Improved our counting system and revised our daily mail report to better track our workload and identify any emerging trouble spots. (Example attached.)
 - o When the volume of volume of mail exceeds a manageable level, we bulk mail to the appropriate federal agency, bypassing data entry into our computerized tracking system. We limit this practice to periods when our volunteer staff is low (typically, end of Summer and Holiday Season) and when interns are unavailable. All letterheads, hardship, and accountable mail are exempted from this expedited process.

Progress: We have already achieved our goal for hardship cases. For routine cases, our processing time is 25 working days, down from 30 working days. We believe we can sustain our turnaround time for hardship cases and achieve our goal of a 20-day turnaround time by July 31.

Goal #2: Maintain Minimal Misreferral Rate: Keep misreferrals to federal agencies to four percent or less of the total monthly volume processed. In addition to our existing practices, we have:

Strategies:

- o Established a policy whereby staff members take time out from casework on the telephone to sit and code mail with volunteers and interns. Questions are encouraged. Staff also rotate on proofing of White House acknowledgments and give feedback to volunteers and interns on any coding and data entry errors.

- o Strengthened orientation program for interns. Involve experienced volunteers in program to strengthen ties between them and interns.

- o Instituted a monthly "refresher course" for volunteers to review coding and data entry guidelines and to discuss and eliminate any patterns of misreferrals and data entry errors.

- o Formalized process of ensuring that all misreferrals returned from federal agencies are reviewed and that the original coder is made aware of the correct code for that letter.

Progress: Over the last month and a half, we have limited our misreferral rate to four percent or less.

Goal #3: Develop Press Potential: Identify an accessible contact in the White House Press Office and promote regular communication with that contact to maximize press of selected casework. Also coordinate with Scheduling and Advance contacts to arrange possible photo op with individuals whose cases we have favorably resolved and who live in area to which President is traveling. Coordinate this effort with Press contact.

Progress: With Deputy Chief of Staff Phil Lader's backing, we are in contact with the Press Office to try to facilitate press. We will share with the Press Office contact a copy of our report to the President and other cases that may warrant press.

We have developed a system for rapidly retrieving cases we have favorably resolved by geographic area. We hope to establish regular contact with Scheduling and Advance and may need to seek Phil Lader's help in initial effort.

THE WHITE HOUSE

WASHINGTON

June 6, 1994

MEMORANDUM FOR JIM DORSKIND, DIRECTOR OF PRESIDENTIAL
CORRESPONDENCE

FROM: JENNY MCCARTHY, DIRECTOR, OFFICE OF AGENCY LIAISON

SUBJECT: AGENCY LIAISON DAILY REPORT FOR June 1, 1994

Following are our figures for incoming mail, mail in process,
outgoing mail, and time spent handling casework by telephone:

Incoming Mail:	501 letters
Casework:	366
Agency Responses (copies):	116
Fax, Comment Line Referrals:	19

Mail in Process:	637 letters
Coded:	619
Agency Response Reviewed:	18

Outgoing Mail:	1,014 letters
Agency Referrals:	425
Cases Closed:	503
Misreferrals sent to Mail Analysis:	86

Telephone calls:	106 calls totalling 22 hours
------------------	------------------------------------

Backlog:	
Unread:	3,076 letters

Turnaround Time:	
Routine:	25 days
Hardship:	1-2 days

TOTAL IN:	501 letters
TOTAL OUT:	1,014 letters

OFFICE OF PRESIDENTIAL E-MAIL

Stephen K. Horn, Director

June 16, 1994

90-Day Plan

Office of Presidential E-Mail

On June 1, 1993, the Administration introduced the new Internet domain at whitehouse.gov and announced the electronic mail addresses of the President and the Vice President. Since that time, we have received over a quarter of a million email messages at whitehouse.gov.

On December 1, 1993, we introduced a new publications address at whitehouse.gov to give citizens electronic access to all public documents produced by the White House. Our publications server, developed with and for the Office of Media Affairs, provides these documents free of charge and without the use of paper. Since inception, we have provided publications to approximately 60,000 "customers" and, in so doing, saved 675 trees. (See attached document, "Environmental Impact of Electronic Document Distribution.")

The Office of Presidential E-Mail consists of one full-time staff person (Director), three interns, and a crew of 5-10 volunteers (weekly).

Statement of Purpose

To use interactive electronic technology to analyze and respond to all electronic mail sent to the President on the Internet in a timely manner. To work in conjunction with the Office of Media Affairs to provide electronic access to public White House documents.

Responsibilities

The responsibilities of the office include:

- Analyzing Presidential electronic mail
- Reporting on the content of the electronic mail
- Responding to electronic mail or forwarding to the appropriate office
- Assisting in the design and implementation of a functional system to enable electronic responses
- Work with security consultants and others to ensure the security of the system

Public Relations

The Office of Presidential Email is perhaps the most publicized department in the Office of Correspondence. Our efforts at getting the White House onto the electronic information superhighway have been written about in publications as far reaching as the New York Times, Newsweek, Family PC Magazine,

Internet World, and numerous other magazines and local newspapers. Our operation has been the topic of radio talk shows. Students the world over are learning to use the information superhighway by sending their first email message to the President of the United States. Representatives of foreign governments interested in establishing electronic links for their citizens have contacted our office for information and advice. On February 5, 1993, for the first time in history, the President communicated with another head of government, the Prime Minister of Sweden, via electronic mail.

Where We Are

Because the President and the Vice President are promoting the electronic information superhighway, millions are being made aware of the availability of electronic communications with the White House. Given this policy objective, we must be able to demonstrate a commitment to realizing the potential of electronic communication. We can best do that by becoming fully functional on the information superhighway here at the White House.

Against this background, our goal is to respond electronically to the incoming mail. We are halfway there. We receive the mail electronically and acknowledge receipt by an automatic responder message. We are, however, still responding to the substance of messages by paper mail. In the interim, our goal is to respond on paper as quickly as possible.

90-Day Goals and Strategies for the
Office of Presidential E-Mail

GOAL

1. Reduce backlog to 4 working days. Begin daily reporting of email content. Target date - July 31, 1994.

Currently, the backlog stands at 8 working days, down from 20 working days two months ago

Strategy

Begin next-day processing of incoming mail. Modem installation in Room 60 allows receipt of mail within 24 hours. Accomplished. Our backlog is reduced to the point that we can now begin next-day processing.

Simplify data collection by streamlining the recording/reporting process. Reduce the number of trackable issues. Accomplished. Revised report attached.

Simplify coding process. Alpha list of response letters has been enhanced to provide quicker determination of appropriate response. Accomplished.

Shift volunteer/intern responsibilities to cover areas of bottleneck, i.e., data entry (the current bottleneck). Cross train volunteers/interns. Ongoing.

2. Respond to electronic mail with electronic mail. Target date - September 1, 1994

With the assistance of the Deputy Chief of Staff, Phil Lader, we have been able to secure the attention of and the commitment to this goal by the Office of Administration Information Systems and Technology. This office will be responsible, ultimately, in building and maintaining the hard- and software system that brings the electronic mail to the Office of Presidential E-Mail, and distributes the responses. None of the strategy for the September 1 goal can occur without this commitment by the Office of Administration.

Currently, we receive the mail electronically and acknowledge receipt by an automatic responder message. However, we are unable to respond to the substance of messages by electronic mail.

Strategy

-Install US 2000 network load on two computers in Room 60. This requires cooperation of Office of Administration IS&T. Target date - July 1, 1994.

-Begin drafting plan for utilizing existing form letters in email environment

Target date - July 15, 1994

-Begin testing of text retrieval software, part of the prototype system being installed by IS&T, to determine suitability to sort incoming mail by category

Target date - July 15, 1994

-Secure digital signature software to verify the authenticity of email responses sent by this office.

Target date - August 15, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	2,973	
Coded	1,300	456	
Data Entered	300	1,226	
Printed	300	95	
Total	4,500	4,750	
Average Turnaround (Days)			
Routine	30	25	15-20
Hardship	2	1-2	1-2
Incoming (x)*	418	309	
Outgoing (x)*	804	637	
E-Mail			
In Process (Letters)			
Unread	3,000	2,492	
Coded	400	1,263	
Data Entered (text pending)	1,250	1,859	
Total	4,650	5,614	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	12	4
Read/Tallied (80%)	10	7	4
Incoming (x)	621	653	
Outgoing (x)	495	840	
Gift			
In Process (Letters)			
Letters	15	17	
Cards	36	42	
Gifts	51	36	
Total	102	95	
Average Turnaround (Days)			
Letters	3-7	3-7	3-9
Cards	2-4	2-4	2-4
Incoming (x)	47	45	
Outgoing (x)	46	44	
Greetings			
In Process (Letters)			
Unread	1,600	4,071	
Sorted	17,735	11,360	
Addressed	9,962	7,836	
Total	29,297	23,267	
Average Turnaround (Days) (prior to event)	7	10	10
Incoming (x)	1,117	1,025	
Outgoing (x)	1,833	2,408	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	-	
Coded	1,525	325	
Data Entered	2,000	200	
Total	9,630	525	
Average Turnaround (Days)	60	1	5
Incoming (x)	350	350	
Outgoing (x)	775	500	
HRC			
In Process			
Unread	500	705	
Coded	4,500	4,500	
Data Entered (text pending)	1,500	1,700	
Data Entered (text cleared)	1,000	1,200	
Card (pending)	1,000	1,500	
Total	8,500	9,605	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	379	
Outgoing (x)	143	208	

* (x) = Daily Average

DRAFT

June 2, 1994

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	21,286	
Coded	15,000	16,400	
Data Entered (text pending)	46,985	34,074	
Total	103,024	71,760	
Average Turnaround (Days)	14-265	14-90	14-60
Incoming (\bar{x})*	3,483	4,332	
Outgoing (\bar{x})*	3,803	7,034	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	1,968	
Unsorted Postcards	125,000	86,185	
Total	126,603	88,153	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (\bar{x})	12,481	13,392	
Outgoing (\bar{x})	6,511	7,804	
PLM			
In Process (Letters)			
BC signatures	25	20	
Gifts	40	40	
Greetings	100	120	
Other VIP	275	225	
Messages (prior to event)	500	740	
TOTAL	940	1,145	
Average Turnaround (Days)			
BC signatures	1-30	1-20	$\bar{x} = 5$
Gifts	1-30	1-20	$\bar{x} = 3$
Greetings	1-5	1-5	1-5
Other VIP	1-90	1-40	$\bar{x} = 15$
Messages (prior to event)	.1	1-3	7
	3	3	3
Incoming Letters (\bar{x})	-	25	
Incoming Messages (\bar{x})	-	50	
Outgoing Letters (\bar{x})	-	128	
Outgoing Messages (\bar{x})	-	41	
Presidential Support			
In Process (Letters)			
Letters	281	657	
Documents	-	-	
Total	281	657	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	3-4	2
Other	5	10	2
Incoming (\bar{x})		306	
Outgoing (\bar{x})		213	
Student Unit			
In Process (Letters)			
Unread	47,657	34,041	
Data Entered (text pending)	3,652	2,658	
Total	51,309	36,699	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	60-70	10-20
WH Book	265	1	1
Incoming (\bar{x})	819	1,021	
Outgoing (\bar{x})	815	1,484	

TOTAL INCOMING (\bar{x}) 12,235 21,611
 TOTAL OUTGOING (\bar{x}) 5,107 7,034

* (\bar{x}) = Daily Averages

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	3,264	
Coded	1,300	1,250	
Data Entered	300	300	
Printed	300	493	
Agency Responses to review	5,500	635	
Agency Responses to close out	0	1,927	
Total	10,000	7,869	
Average Turnaround(Days)			
Routine	30	24	15-20
Hardship	2	1-2	1-2
Incoming (x)*	418	583	
Outgoing (x)*	804	1,007	
E-Mail			
In Process (Letters)			
Unread	3,000	0	
Coded	400	350	
Data Entered (text pending)	1,250	1,923	
Total	4,650	2,273	
Average Turnaround(Days)			
Read/Coded/Answered (20%)	20	6	4
Read/Tallied (80%)	10	2	4
Incoming (x)	621	363	
Outgoing (x)	495	466	
Gift			
In Process (Letters)			
Letters	15	19	
Cards	36	32	
Gifts	51	52	
Total	102	103	
Average Turnaround(Days)			
Letters	3-7	3-7	3-9
Cards	2-4	2-4	2-4
Incoming (x)	47	48	
Outgoing (x)	46	47	
Greetings			
In Process (Letters)			
Unread	1,600	4,660	
Sorted	17,735	9,050	
Addressed	9,962	8,920	
Total	29,297	22,630	
Average Turnaround(Days)			
(prior to event)	7	10	10
Incoming (x)	1,117	1,880	
Outgoing (x)	1,833	3,225	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		836	
First Lady		-	
Coded	1,525		
Presidential		1,179	
First Lady		1,028	
Data Entered	2,000		
Presidential (text pending)		1,179	
First Lady		-	
Total	9,630	4,222	
Average Turnaround(Days)			
	60	1	5
		BC on hold	
Incoming (x)	350	621	
Outgoing (x)	775	268	
HRC			
In Process			
	500		
Coded	4,500	4,910	
Data Entered (text pending)	1,500	2,380	
Data Entered (text cleared)	1,000	1,500	
Card (pending)	1,000		
Total	8,500	9,120	
Average Turnaround(Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	371	
Outgoing (x)	143	326	

* (x) = Daily Averages

** Total Outgoing includes NRR sent to file.

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	7,724	
Coded	15,000	6,657	
Data Entered (text pending)	46,985	32,878	
Total	103,024	47,259	
Average Turnaround(Days)	14-265	14-90	14-60
Incoming (x)*	3,483	3,654	
Outgoing (x)*	3,803	4,130	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	459	
Unsorted Postcards	125,000	14,908	
Total	126,603	15,367	
Average Turnaround(Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	13,005	
Outgoing (x)	6,511	9,038	
PLM			
In Process (Letters)			
BC signatures	25	15	
Gifts	40	40	
Greetings	100	110	
Other VIP	275	180	
Messages	500	650	
Total	940	995	
Average Turnaround(Days)			
BC signatures	1-30	1-8	x = 5
Gifts	1-30	1-15	x = 3
Greetings	1-5	1-6	1-5
Other VIP	1-90	1-30	x = 15
Messages (prior to event)	1	1-5	7
Incoming letters (x)		100	
Incoming messages (x)		50	
Outgoing letters (x)		106	
Outgoing messages (x)		45	
Presidential Support			
In Process (Letters)			
Letters	281	11	
Documents	-	-	
Letters held for future date		412	
Total	281	423	
Average Turnaround(Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	4-5	2
Incoming (x)		238	
Outgoing (x)		245	
Student Unit			
In Process (Letters)			
Unread	47,657	28,267	
Data Entered (text pending)	3,652	1,142	
Total	51,309	29,409	
Average Turnaround(Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	50-60	10-20
WH Book	265	1	1
Incoming (x)	819	1,389	
Outgoing (x)	815	1,713	
TOTAL INCOMING (x)	12,235	10,200	
TOTAL OUTGOING (x)**	5,107	9,919	

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.

06/23 Paul

1. Per John Angell's request, could you please send this directly to him, not to Panetta. He never got the word to do this.

THE WHITE HOUSE

WASHINGTON

2. Also, would you mind putting a copy of this in my box (I can get a head start on things). Thanks.

s

June 21, 1994

Paul

TO: See Distribution List

FROM: R. PAUL RICHARD *RR*

SUBJECT: BRIEFING BOOK ASSIGNMENTS FOR ST. LOUIS TRIP

The President will travel to St. Louis, Mo on Friday, June 24. Attached please find a copy of the tentative table of contents for the briefing book, along with the names of the persons assigned to complete the papers. Please contact me at your earliest convenience if you believe that you have been assigned in error.

If you have information that should be included in the President's remarks, your suggestions should be forwarded in writing to the appropriate speechwriter. Please do **NOT** include suggestions in memos to the President or in background materials.

NOTE: Briefing materials are due in the Staff Secretary's office by 3:00 pm on Thursday, June 23.

Thanks for your assistance.

Distribution: Jonathan Prince
Gabrielle Bushman
Carolyn Curiel
Reta Lewis
Alan Stone
Paul Deegan
Kim O'Neill
John Hart
Bruce Reed
Jose Cerda
Christine Varney
~~Leon Panetta~~
Antonella Pianalto
Ann Walker
Paul Meyer

John Angell

DEPARTMENT OF CORRESPONDENCE

-- Letters In Process --

June 30, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	3,368	
Coded	1,300	986	
Data Entered	300	481	
Printed	300	109	
Agency Responses to review	9,500	966	
Agency Responses to close out	0	895	
Total	18,400	6,805	
Average Turnaround (Days)			
Routine	30	22	15-20
Hardship	2	1-2	1-2
Incoming (x)*	418	554	
Outgoing (x)*	804	1,356	
E-Mail			
In Process (Letters)			
Unread	3,000	0	
Coded	400	74	
Data Entered (text pending)	1,250	1,655	
Total	4,650	1,729	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	4	4
Read/Tallied (80%)	10	2	4
Incoming (x)	621	423	
Outgoing (x)	495	513	
Gift			
In Process (Letters)			
Letters	15	18	
Cards	36	0	
Gifts	51	48	
Total	102	66	
Average Turnaround (Days)			
Letters	3-7	2-7	3-9
Cards	2-4	4-6	2-4
Incoming (x)	47	46	
Outgoing (x)	46	20	
Greetings			
In Process (Letters)			
Unread	1,600	1,113	
Sorted	17,735	10,026	
Addressed	9,962	7,242	
Total	29,297	18,381	
Average Turnaround (Days)			
(prior to event)	7	10	10
Incoming (x)	1,117	1,835	
Outgoing (x)	1,833	2,273	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		2,795	
First Lady		862	
Data Entered	2,000		
Presidential (text pending)		3,415	
First Lady		0	
Total	9,630	7,072	
Average Turnaround (Days)			
	60	1	5
		BC on hold	
Incoming (x)	350	732	
Outgoing (x)	775	196	
HRC			
In Process			
Unread	500	573	
Coded	4,500	4,861	
Data Entered (text pending)	1,500	2,600	
Data Entered (text cleared)	1,000	1,700	
Card (pending)	1,000		
Total	8,500	9,734	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	353	
Outgoing (x)	143	231	

*2 pg memo in bullets
Summary for Leon
Staff #'s / prior administration
Summary of correspondence.*

* (x) = Daily Averages
** Total Outgoing includes NRN sent to file.

DEPARTMENT OF CORRESPONDENCE

--Letters in Process--

June 30, 1994

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	2,405	
Coded	15,000	8,608	
Data Entered (text pending)	46,985	36,131	
Total	103,024	47,144	
Average Turnaround (Days)	14-265	14-90	14-60
Incoming (x)*	3,483	3,596	
Outgoing (x)*	3,803	4,014	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	1,591	
Unsorted Postcards	125,000	4,039	
Total	126,603	5,630	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	10,604	
Outgoing (x)	6,511	8,755	
PLM			
In Process (Letters)			
BC signatures	25	15	
Gifts	40	40	
Greetings	100	90	
Other VIP	275	200	
Messages	500	600	
Total	940	945	
Average Turnaround (Days)			
BC signatures	1-30	1-8	x = 5
Gifts	1-30	1-10	x = 3
Greetings	1-5	1-4	1-5
Other VIP	1-90	1-20	x = 15
Messages (prior to event)	1	1-5	7
Incoming letters (x)		30	
Incoming messages (x)		50	
Outgoing letters (x)		93	
Outgoing messages (x)		46	
Presidential Support			
In Process (Letters)			
Letters	281	11	
Documents	0	0	
Letters held for future date		412	
Total	281	423	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	4-5	2
Incoming (x)		266	
Outgoing (x)		216	
Student Unit			
In Process (Letters)			
Unread	47,657	19,812	
Data Entered (text pending)	3,652	1,206	
Total	51,309	21,018	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	50-60	10-20
WH Book	265	1	1
Incoming (x)	819	1,264	
Outgoing (x)	815	2,463	
TOTAL INCOMING (x)		12,235	8,874
TOTAL OUTGOING (x)**		5,107	12,561

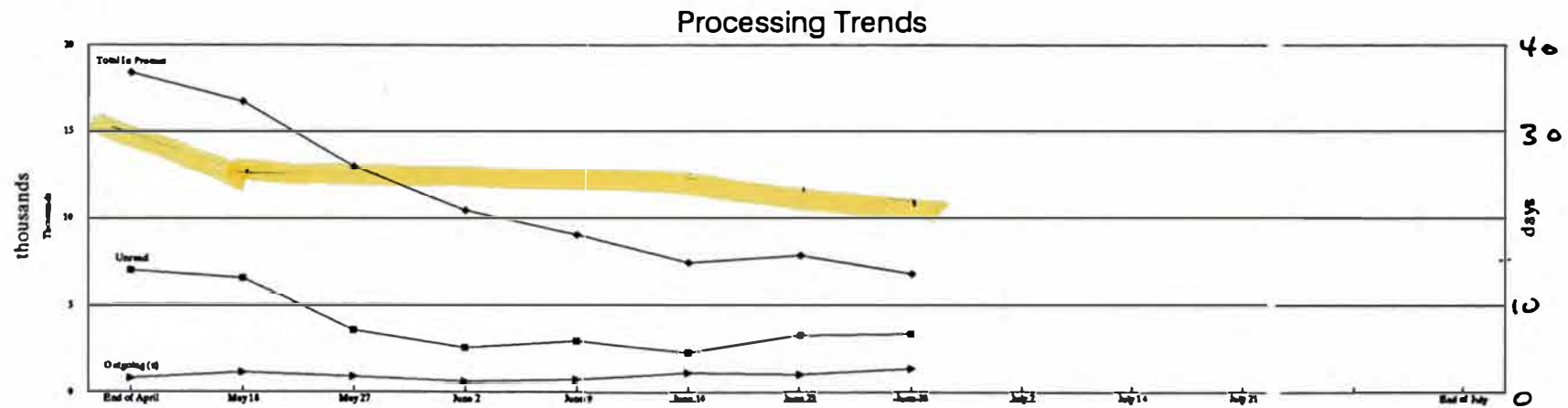
24 WH books to Jokers.

* (x) = Daily Averages
 ** Total Outgoing includes NRN sent to file.

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Agency Liaison Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Agency Liaison												
In Process (Letters)												
Unread	7,000	6,565	3,562	2,573	2,973	2,289	3,264	3,368				
Coded	1,300	1,060	760	456	1,086	890	1,250	986				
Data Entered	300	330	870	1,226	803	625	300	481				
Printed	300	265	298	95	356	250	493	109				
Agency Responses to review	9,500	7,500	4,500	4,210	2,282	1,799	635	966				
Agency Responses to close out	0	1,000	3,000	1,900	1,570	1,587	1,927	895				
Total	18,400	16,720	12,990	10,460	9,070	7,440	7,869	6,805	0	0	0	0
Average Turnaround (Days)												
Routine	30	25	25	25	25	25	24	22				15-20
Hardship	2	2	1-2	1-2	1-2	1-2	1-2	1-2				1-2
Incoming (x) ^a	468	402	393	359	412	453	583	554				
Outgoing (x) ^a	804	1,148	899	637	738	1,127	1,007	1,356				



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E-Mail Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
E-Mail												
In Process (Letters)												
Unread	3,000	1,000	4,406	2,492	2,000	0	0	0				
Coded	400	500	800	1,263	1,050	400	350	74				
Data Entered (text pending)	1,250	1,278	1,156	1,859	1,946	2,596	1,923	1,655				
Total	4,850	2,778	6,362	5,614	4,996	2,996	2,273	1,729	0	0	0	0
Average Turnaround (Days)												
Read/Coded/Answered (20%)	20	20	12	12	12	8	6	4				4
Read/Tallied (80%)	10	10	10	7	5	2	2	2				4
Incoming (x)	621	0	515	653	371	319	363	423				
Outgoing (x)	495	0	591	840	577	605	466	513				

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Gift Unit Processing Trends

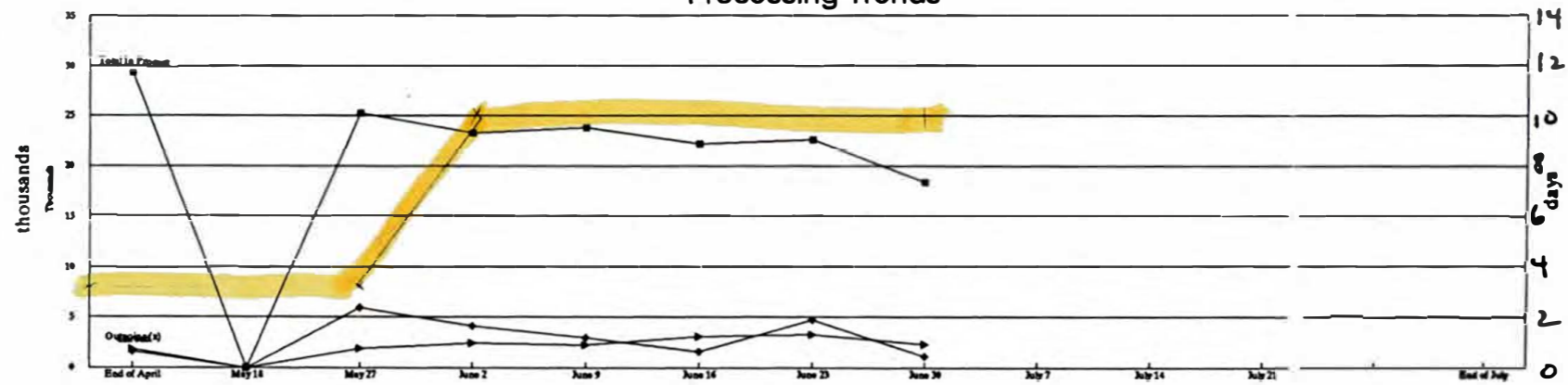
OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Gift												
In Process (Letters)												
Letters	15	40	13	17	21	26	19	18				
Cards	36	40	31	42	42	30	32	0				
Gifts	51		44	36	54	56	52	48				
Total	102	80	88	95	117	112	103	66	0	0	0	0
Average Turnaround (Days)												
Letters	3-7	1	3-7	3-7	3-8	3-7	3-7	2-7				3-9
Cards	2-4	1	2-4	2-4	3-4	2-4	2-4	4-6				2-4
Incoming (x)	47	-	36	45	49	54	48	46				
Outgoing (x)	46	-	42	44	47	52	47	20				

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Greetings Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Greetings												
In Process (Letters)												
Unread	1,600	-	5,885	4,071	2,949	1,579	4,660	1,113				
Sorted	17,735	-	13,005	11,360	13,725	13,750	9,050	10,026				
Addressed	9,962	-	6,382	7,836	7,169	6,899	8,920	7,242				
Total	29,297	0	25,272	23,267	23,843	22,228	22,630	18,381	0	0	0	0
Average Turnaround (Days) (prior to event)	7	-	7	10	10	10	10	10				10
Incoming (x)	1,117	-	1,336	1,025	1,556	1,667	1,880	1,835				
Outgoing (x)	1,833	-	1,900	2,408	2,251	3,050	3,225	2,273				

Processing Trends

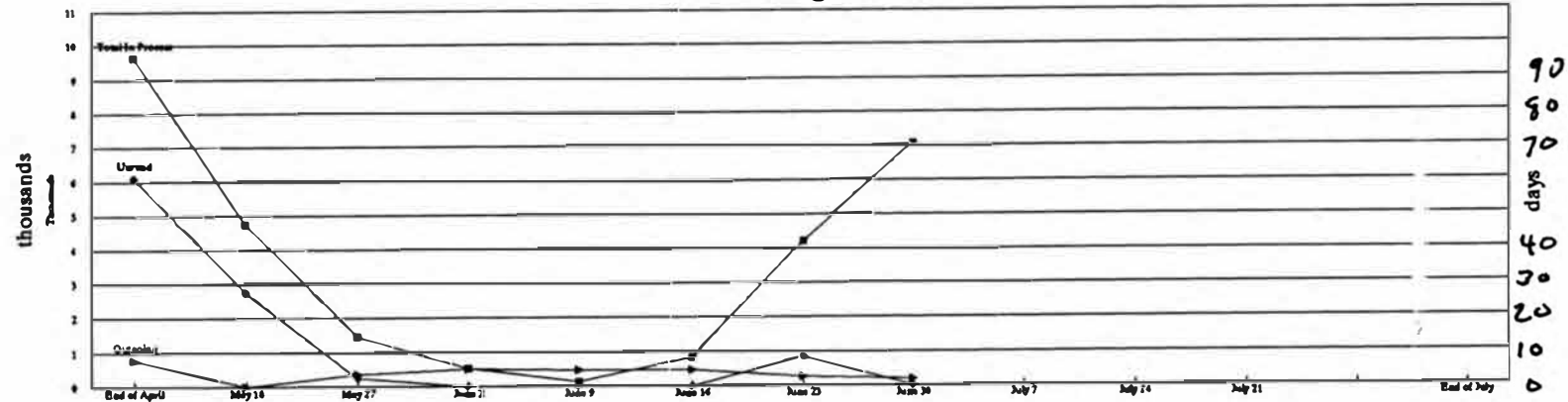


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Health Care Reform Information Center Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Health Care Reform Information Center												
In Process												
Unread	6,105	2,732	240	0		0						
Presidential							636	0				
First Lady								0				
Coded	1,525	2,000	500	325	0	398						
Presidential							1,179	2,795				
First Lady							1,028	862				
Data Entered	2,000	0	700	200	138	426						
Presidential							1,179	3,415				
First Lady												
Total	9,630	4,732	1,440	525	138	824	4,222	7,072	0	0	0	0
Average Turnaround (Days)	60	10	1	1	1	1	1	1	1	1	1	5
Incoming (x)	350	0	239	350	380	398	621	732				
Outgoing (x)	775	0	361	500	470	470	268	198				

Processing Trends

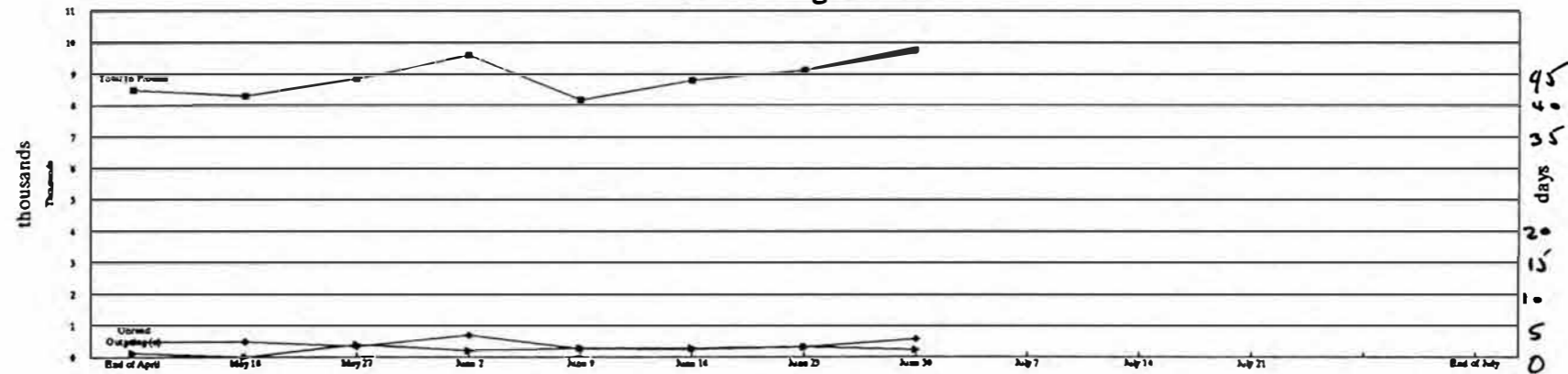


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HRC Mail Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
In Process												
Unread	500	500	350	705	265	252	330	573				
Coded	4,500	4,000	4,700	4500	4,600	5,168	4,910	4,861				
Data Entered (text pending)	1,500	1,500	1,500	1700	1,700	1,800	2,380	2,600				
Data Entered (text cleared)	1,000	1,000	1,300	1200	1,000	1,000	1,500	1,700				
Card (pending)	1,000	1,300	1,000	1500	611	580	0	0				
Total	8,500	8,300	9,850	9,805	8,176	8,600	9,190	9,734	0	0	0	0
Average Turnaround (Days)												
Scheduling	3-5	4	4	4	4	4	4	4				4
Form Letter	10	13	13	13	13	13	13	13				13
Card Response	1-2	2	2	2	2	2	2	2				2
Individual Response	20	20	20	20	20	20	20	20				20
Children:												
Cards	10	10	10	10	10	10	10	10				5
Form Letter	15	15	15	15	15	15	15	15				10
Indiv. Response	20	4	20	20	20	20	20	20				10
Incoming (x)	341	0	500	379	531	412	371	353				
Outgoing (x)	143	0	399	208	291	287	326	231				

Processing Trends



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Mail Analysis Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Mail Analysis												
In Process (Letters)												
Unread	41,039	33,500	19,026	21,286	19,261	10,022	7,724	2,405				
Coded	15,000	15,000	16,000	16,400	16,030	6,193	6,657	8,608				
Data Entered (text pending)	46,985	47,486	29,421	34,074	30,000	32,132	32,878	36,131				
Total	103,024	95,986	64,447	71,760	65,291	48,347	47,259	47,144	0	0	0	0
Average Turnaround (Days)	14-265	14-265	14-60	14-90	14-90	14-90	14-90	14-90				14-60
Incoming (x)*	3,483	4,536	4,528	4,332	9,911	5,937	3,654	3,596				
Outgoing (x)*	3,803	2,619	4,456	7,034	9,090	5,280	4,130	4,014				

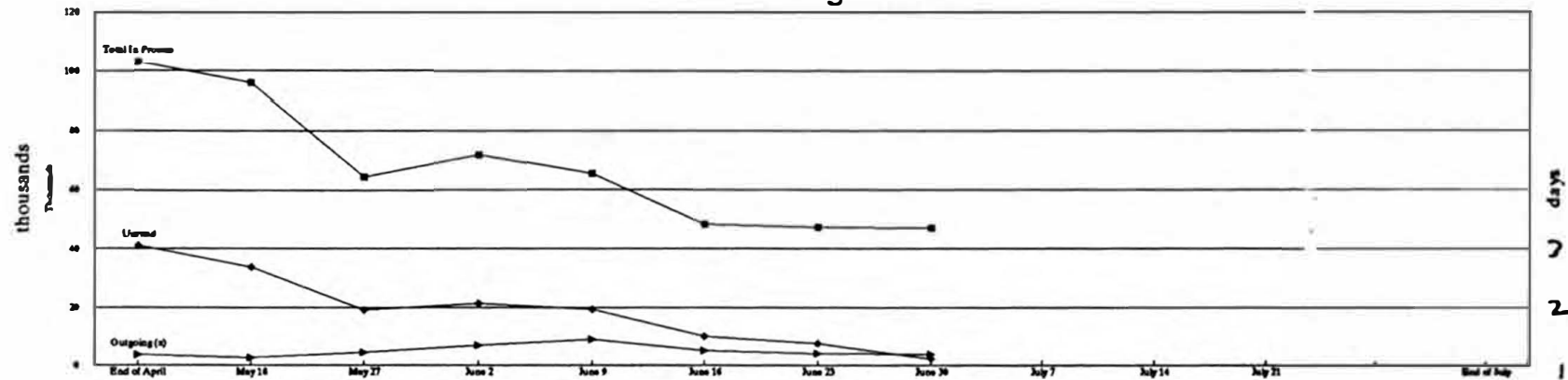
PLM													
In Process (Letters)													
BC signatures	25	720	20	20	10	15	15						
Gifts	40	0	40	40	30	45	40						
Greetings	100		100	120	100	100	110						
Other VIP	275		225	225	200	200	180						
Messages	500		450	740	700	700	650						
Total	1,440	720	835	1,145	1,040	1,060	945	0	0	0	0	0	0
Average Turnaround (Days)													
BC signatures	1-30	2-40	1-25	1-20	1-15	1-15	1-8						x = 5
Gifts	1-30		1-20	1-20	1-15	1-15	1-15						x = 3
Greetings	1-5		1-5	1-5	1-5	1-5	1-6						1-5
Other VIP	1-90		1-50	1-40	1-40	1-40	1-30						x = 15
Messages (prior to event)	1		1-3	1-3	1-3	1-3	1-5						7
Incoming letters (x)	-	-		25	80	100	100						
Incoming messages (x)	-	-		50	50	50	50						
Outgoing letters (x)	-	-		128	90	120	108						
Outgoing messages (x)	-	-		41	36	24	45						

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Postal Unit Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Postal Unit												
In Process (Letters)												
Unstapled Mail	1,603	1,265	686	1,968	1,204	791	459	1,591				
Unsorted Postcards	125,000	160,000	81,185	86,185	68,980	33,533	14,908	4,039				
Total	126,603	161,265	81,871	88,153	70,184	34,324	15,367	5,630	0	0	0	0
Average Turnaround (Days)												
Letters	1-2	-	1-2	1-2	1-2	1-2	1-2	1-2				1
Prop	5-8	-	5-8	5-8	5-8	5-8	5-8	5-8				5-7
Incoming (x)	12,481	-	20,405	13,392	14,505	11,613	13,005	10,604				
Outgoing (x)	6,511	-	42,812	7,804	7,146	8,225	9,038	8,755				

Processing Trends



Presidential Support												
In Process (Letters)												
Letters	281	500	666	657	132	130	11					
Documents	-		-	-	-	-	-					
Letters held for future date					300	400	412					
Total	281	500	666	657	432	530	423	0	0	0	0	0
Average Turnaround (Days)												
Clerk Requests/BC Signature	1	1	1	1	1	1	1					1
Red dot	1-2	1-2	3-4	3-4	1-2	1-2	1-2					2
Other	5	10	10	10	4-5	4-5	4-5					2
Incoming (x)	-	-	309	306	106	363						
Outgoing (x)	-	-	254	213	216	324						

Student Unit										
In Process (Letters)										
Unread	47,657	31,170	34,494	34,041	26,485	21,749	28,267			
Data Entered (text pending)	3,652	4,048	5,633	2,658	3,093	2,177	1,142			
Total	51,309	35,218	40,127	36,699	29,578	23,926	29,409	0	0	0
Average Turnaround (Days)										
Teacher Packets	20-40	1	1	1	1	1	1			1
Individual letters/card/form letters	60-80	60-80	60-80	60-70	60-70	60-70	50-60			10-20
WH Book	265	1	1	1	1	1	1			1
Incoming (x)	819	-	1,206	1,021	897	916	1,389			
Outgoing (x)	815	-	2,007	1,484	2,540	1,863	1,713			

DEPARTMENT OF CORRESPONDENCE

-- Letters In Process --

July 7, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	1,070	
Coded	1,300	1,301	
Data Entered	300	469	
Printed	300	246	
Agency Responses to review	9,500	433	
Agency Responses to close out	0	2,750	
Total	18,400	6,269	
Average Turnaround (Days)			
Routine	30	22	15-20
Hardship	2	1	1-2
Incoming (x)*	418	768	
Outgoing (x)*	804	901	
E-Mail			
In Process (Letters)			
Unread	3,000	337	
Coded	400	42	
Data Entered (text pending)	1,250	1,389	
Total	4,650	1,768	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	3	4
Read/Tallied (80%)	10	2	4
Incoming (x)	621	490	
Outgoing (x)	495	484	
Gift			
In Process (Letters)			
Letters	15	17	
Cards	36	48	
Gifts	51	51	
Total	102	116	
Average Turnaround (Days)			
Letters	3-7	3-8	3-9
Cards	2-4	4-6	2-4
Incoming (x)	47	48	
Outgoing (x)	46	47	
Greetings			
In Process (Letters)			
Unread	1,600	373	
Sorted	17,735	6,722	
Addressed	9,962	8,304	
Total	29,297	15,399	
Average Turnaround (Days)			
(prior to event)	7	10	10
Incoming (x)	1,117	1,404	
Outgoing (x)	1,833	2,606	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		1,267	
First Lady		644	
Data Entered	2,000		
Presidential (text pending)		4,682	
First Lady		0	
Total	9,630	6,593	
Average Turnaround (Days)			
	60	1	5
		BC on hold	
Incoming (x)	350	412	
Outgoing (x)	775	159	
HRC			
In Process			
Unread	500	300	
Coded	4,500	5,786	
Data Entered (text pending)	1,500	1,469	
Data Entered (text cleared)	1,000	1,000	
Card (pending)	1,000	0	
Total	8,500	8,555	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	339	
Outgoing (x)	143	358	

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.

416/690-7265

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

DRAFT

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	606	
Coded	15,000	4,737	
Data Entered (text pending)	46,985	23,431	
Total	103,024	28,774	
Average Turnaround (Days)	14-265	14-90	14-60
Incoming (x)*	3,483	2,843	
Outgoing (x)*	3,803	5,682	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	612	
Unsorted Postcards	125,000	1,647	
Total	126,603	2,259	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	10,670	
Outgoing (x)	6,511	9,363	
PLM			
In Process (Letters)			
BC signatures	25	15	
Gifts	40	30	
Greetings	100	60	
Other VIP	275	200	
Messages	500	550	
Total	940	855	
Average Turnaround (Days)			
BC signatures	1-30	1-5	x = 5
Gifts	1-30	1-10	x = 3
Greetings	1-5	1-3	1-5
Other VIP	1-90	1-20	x = 15
Messages (prior to event)	1	1-8	7
Incoming letters (x)		40	
Incoming messages (x)		60	
Outgoing letters (x)		70	
Outgoing messages (x)		48	
Presidential Support			
In Process (Letters)			
Letters	281	0	
Documents	0	0	
Letters held for future date		367	
Total	281	367	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	4-5	2
Incoming (x)		253	
Outgoing (x)		246	
Student Unit			
In Process (Letters)			
Unread	47,657	28,992	
Data Entered (text pending)	3,652	1,045	
Total	51,309	30,037	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	30-50	10-20
WH Book	265	1	1
Incoming (x)	819	2,343	
Outgoing (x)	815	1,086	
TOTAL INCOMING (x) 12,235 8,587			
TOTAL OUTGOING (x)** 5,107 11,804			

* (x) = Daily Averages

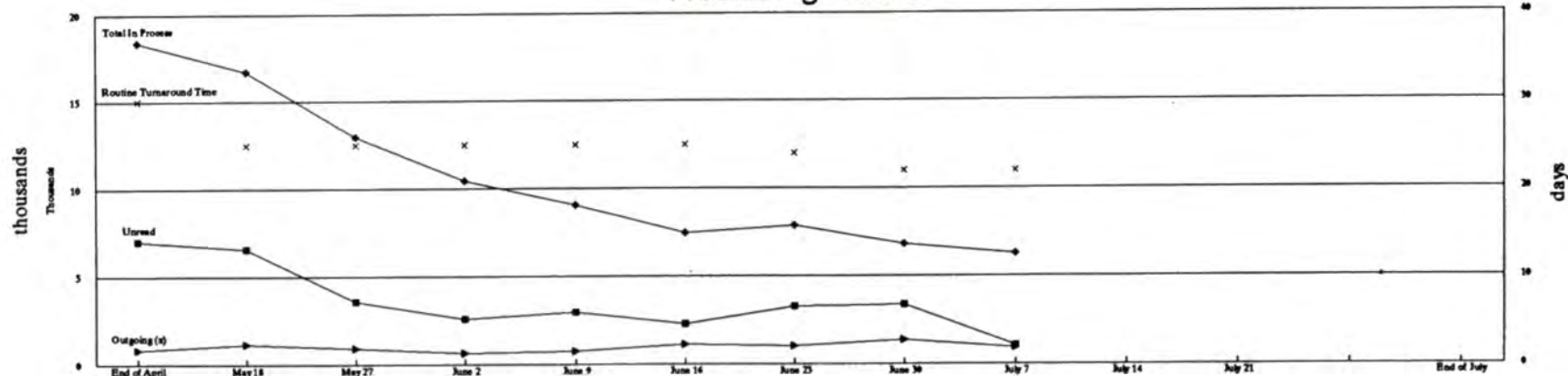
** Total Outgoing includes NRN sent to file.

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Agency Liaison Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Agency Liaison												
In Process (Letters)												
Unread	7,000	6,565	3,562	2,573	2,973	2,289	3,264	3,368	1,070			
Coded	1,300	1,060	760	456	1,086	890	1,250	986	1,301			
Data Entered	300	330	870	1,226	803	625	300	481	469			
Printed	300	265	298	95	356	250	493	109	246			
Agency Responses to review	9,500	7,500	4,500	4,210	2,282	1,799	635	966	433			
Agency Responses to close out	0	1,000	3,000	1,900	1,570	1,587	1,927	895	2,750			
Total	18,400	16,720	12,990	10,460	10,079	7,440	7,353	6,903	5,769	0	0	0
Average Turnaround (Days)												
Routine	30	25	25	25	25	25	24	22	22			15-20
Hardship	2	2	1-2	1-2	1-2	1-2	1-2	1-2	1-2			1-2
Incoming (x)*	468	402	393	359	412	453	583	554	768			
Outgoing (x)*	804	1,148	899	637	738	1,127	1,007	1,356	901			

Processing Trends

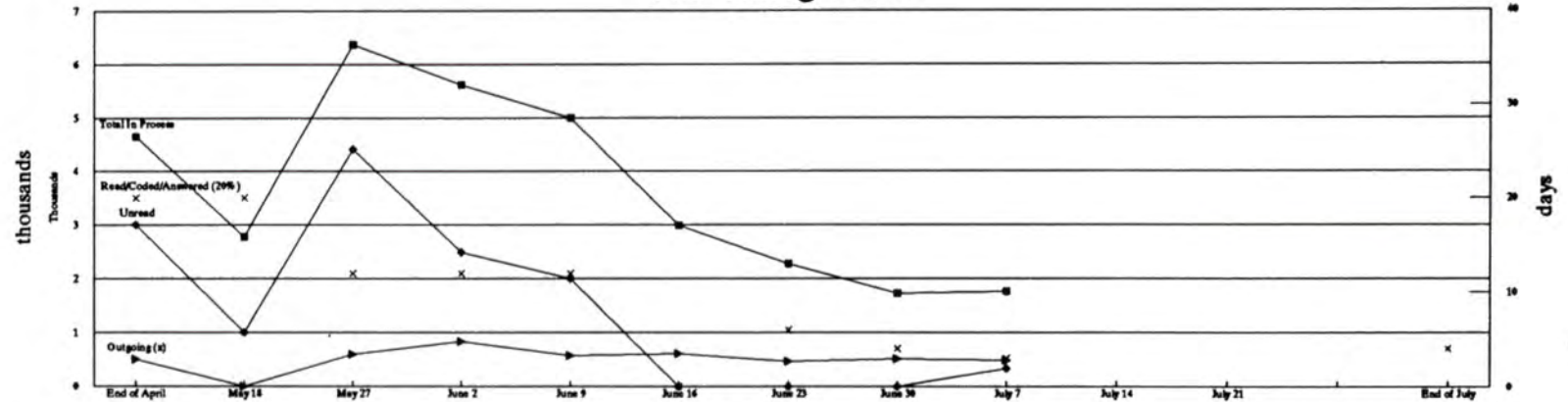


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E-Mail Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
E-Mail												
In Process (Letters)												
Unread	3,000	1,000	4,406	2,492	2,000	0	0	0	337			
Coded	400	500	800	1,263	1,050	400	350	74	42			
Data Entered (text pending)	1,250	1,278	1,156	1,859	1,946	2,506	1,923	1,655	1,389			
Total	4,650	2,778	6,362	5,614	4,996	2,956	2,273	1,729	1,768	0	0	0
Average Turnaround (Days)												
Read/Coded/Answered (20%)	20	20	12	12	12	8	6	4	3			4
Read/Tallied (80%)	10	10	10	7	5	2	2	2	2			4
Incoming (x)	621	0	515	653	371	319	363	423	490			
Outgoing (x)	495	0	591	840	577	605	466	513	484			

Processing Trends

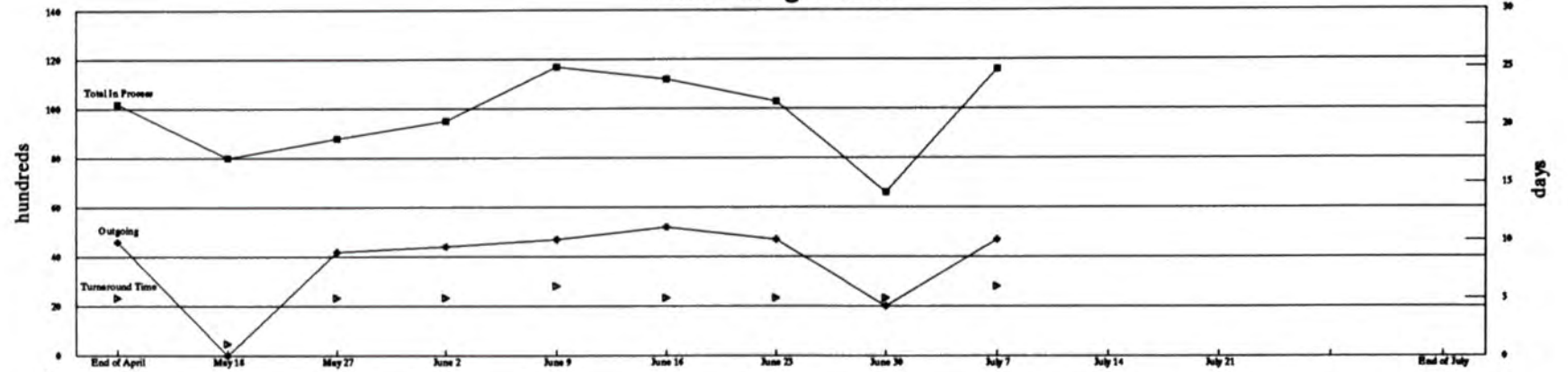


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Gift Unit Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
In Process (Letters)												
Letters	15	40	13	17	21	26	19	18	17			
Cards	36	40	31	42	42	30	32	0	48			
Gifts	51		44	36	54	56	52	48	51			
Total	102	80	88	95	117	112	103	66	116			
Average Turnaround (Days)												
Letters	3-7	1	3-7	3-7	3-8	3-7	3-7	2-7	3-8			3-9
Cards	2-4	1	2-4	2-4	3-4	2-4	2-4	4-6	4-6			2-4
Incoming (x)	47	-	36	45	49	54	48	46	48			
Outgoing (x)	46	-	42	44	47	52	47	20	47			

Processing Trends

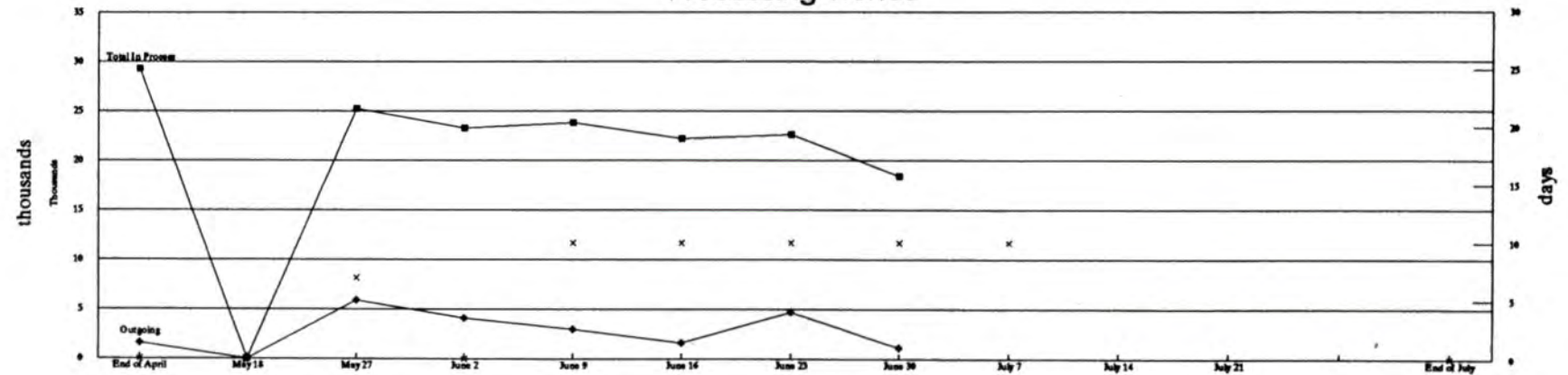


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Greetings Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Greetings												
In Process (Letters)												
Unread	1,600	-	5,885	4,071	2,949	1,579	4,660	1,113	373			
Sorted	17,735	-	13,005	11,360	13,725	13,750	9,050	10,026	6,722			
Addressed	9,962	-	6,382	7,836	7,169	6,899	8,920	7,242	8,304			
Total	29,297	0	25,272	23,267	23,843	22,228	22,630	18,561	15,399	0	0	0
Average Turnaround (Days) (prior to event)	7	-	7	10	10	10	10	10	10			10
Incoming (x)	1,117	-	1,336	1,025	1,556	1,667	1,880	1,835	1,404			
Outgoing (x)	1,833	-	1,900	2,408	2,251	3,050	3,225	2,273	2,606			

Processing Trends

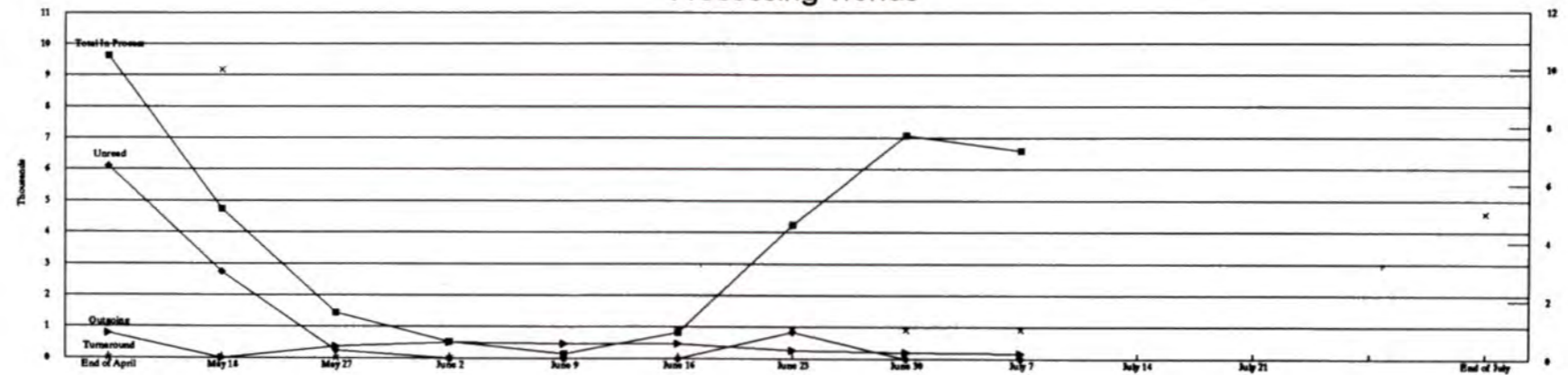


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Health Care Reform Information Center Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Health Care Reform Information Center												
In Process (Letters)												
Unread	6,105	2,732	240	0		0						
Presidential							836	0	0			
First Lady								0	0			
Coded	1,525	2,000	500	325	0	398						
Presidential							1,179	2,795	1,267			
First Lady							1,028	862	644			
Data Entered	2,000	0	700	200	138	426						
Presidential							1,179	3,415	4,682			
First Lady												
Total	9,630	4,732	1,440	525	138	824	4,222	7,072	6,583	0	0	0
Average Turnaround (Days)	60	10	1	1	1	1	1	1	1	1	1	5
Incoming (x)	350	0	239	350	380	398	BC on hold	BC on hold	BC on hold			
Outgoing (x)	775	0	361	500	470	470	268	196	2606			

Processing Trends

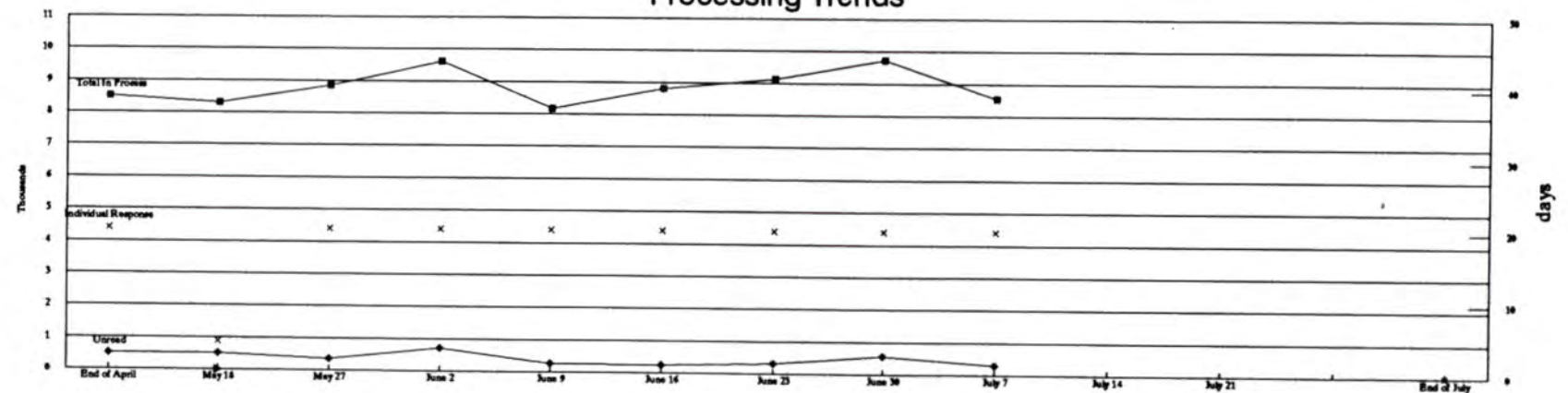


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HRC Mail Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
HRC												
In Process												
Unread	500	500	350	705	265	252	330	573	300			
Coded	4,500	4,000	4,700	4500	4,600	5,168	4,910	4,861	5,786			
Data Entered (text pending)	1,500	1,500	1,500	1700	1,700	1,800	2,380	2,600	1,469			
Data Entered (text cleared)	1,000	1,000	1,300	1200	1,000	1,000	1,500	1,700	1,000			
Card (pending)	1,000	1,300	1,000	1500	611	580	0	0	0			
Total	8,500	8,300	8,850	8,605	8,176	8,800	9,120	8,734	8,565	0	0	0
Average Turnaround (Days)												
Scheduling	3-5	4	4	4	4	4	4	4	4			4
Form Letter	10	13	13	13	13	13	13	13	13			13
Card Response	1-2	2	2	2	2	2	2	2	2			2
Individual Response	20	20	20	20	20	20	20	20	20			20
Children:												
Cards	10	10	10	10	10	10	10	10	10			5
Form Letter	15	15	15	15	15	15	15	15	15			10
Indiv. Response	20	4	20	20	20	20	20	20	20			10
Incoming (x)	341	0	500	379	531	412	371	353	339			
Outgoing (x)	143	0	399	208	291	287	326	231	358			

Processing Trends

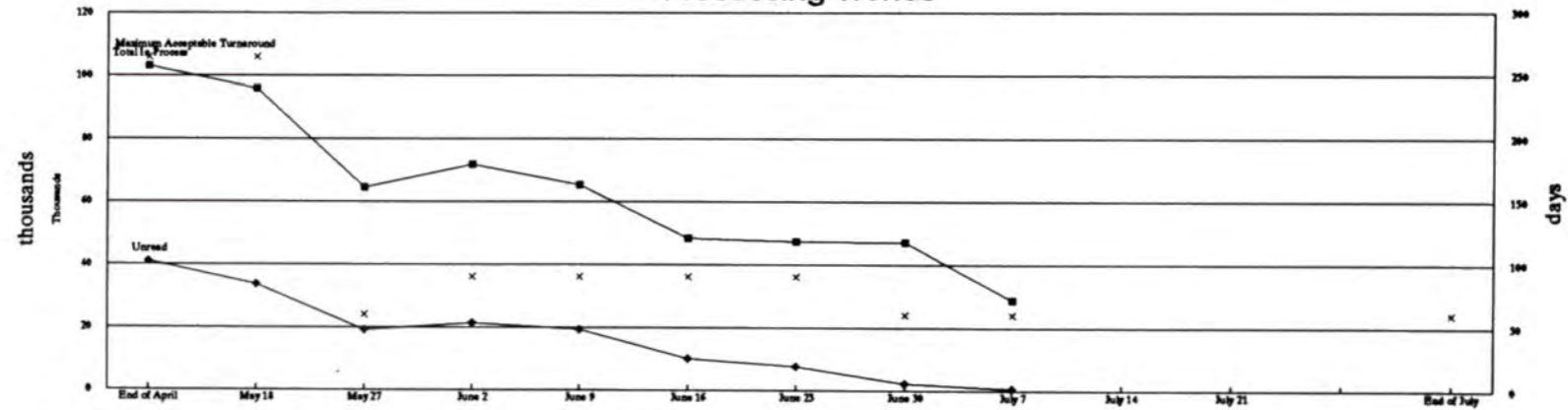


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Mail Analysis Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Mail Analysis												
In Process (Letters)												
Unread	41,039	33,500	19,026	21,286	19,261	10,022	7,724	2,405	606			
Coded	15,000	15,000	16,000	16,400	16,030	6,193	6,657	8,608	4,737			
Data Entered (text pending)	46,985	47,486	29,421	34,074	30,000	32,132	32,878	36,131	23,431			
Total	103,024	95,986	64,447	71,760	65,291	48,347	47,259	47,144	26,774	0	0	0
Average Turnaround (Days)	14-265	14-265	14-265	14-265	14-265	14-265	14-265	14-265	14-265	14-265	14-265	14-265
Incoming (x)*	3,483	4,536	4,528	4,332	9,911	5,937	3,654	3,596	2,843			
Outgoing (x)*	3,803	2,619	4,456	7,034	9,090	5,280	4,130	4,014	5,682			

Processing Trends

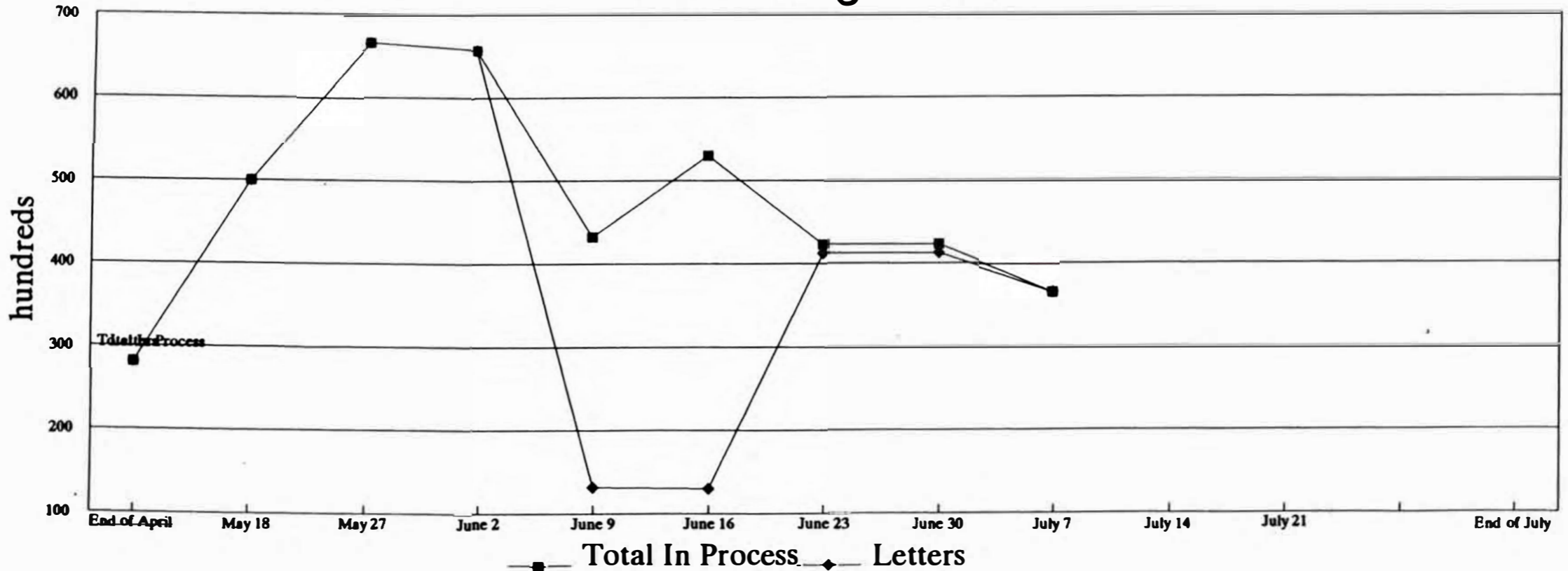


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Presidential Support Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
Presidential Support												
In Process (Letters)												
Letters	281	500	666	657	132	130	11	11	0			
Documents	0	0	0	0	0	0	0	0	0			
Letters held for future date					300	400	412	412	367			
Total	281	500	666	657	432	530	423	423	367	0	0	0
Average Turnaround (Days)												
Clark Request/BC Signature	1	1	1	1	1	1	1	1	1			1
Red dot	1-2	1-2	3-4	3-4	1-2	1-2	1-2	1-2	1-2			2
Other	5	10	10	10	4-5	4-5	4-5	4-5	4-5			2
Incoming (x)	-	-	309	308	108	363	238	266	253			
Outgoing (x)	-	-	254	213	216	324	245	216	246			

Processing Trends

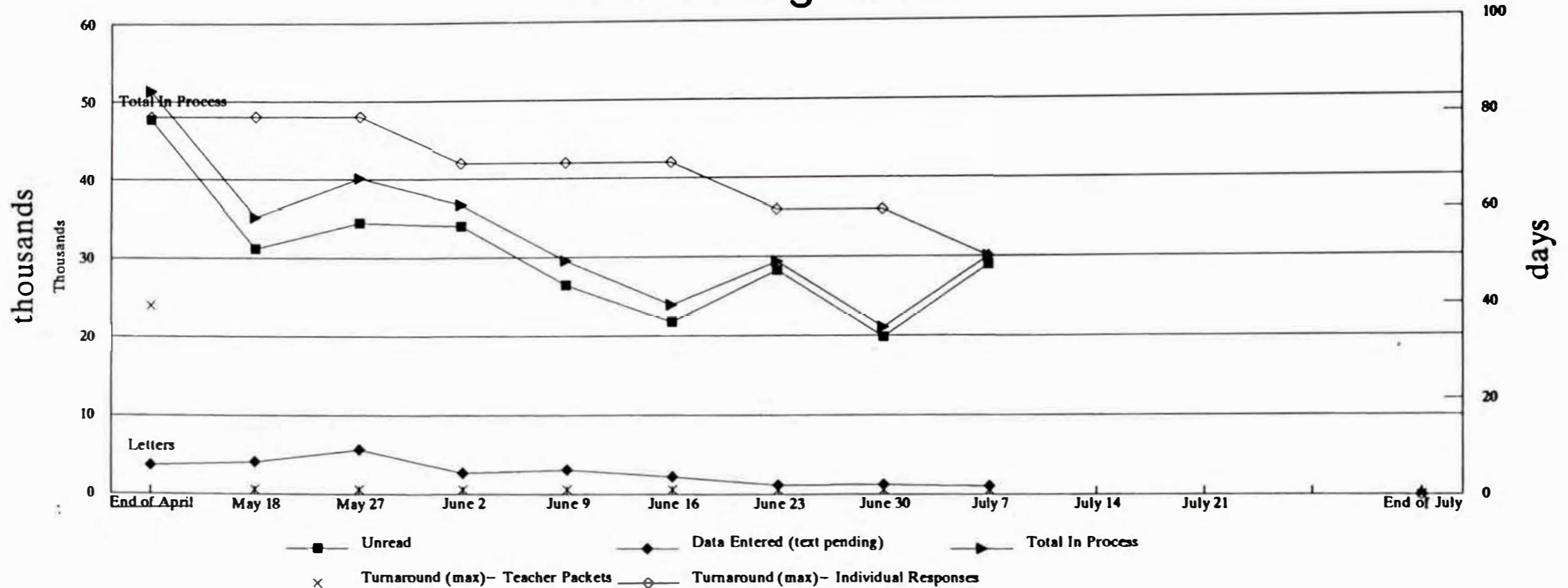


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Student Unit Processing Trends

OFFICE	End of April	May 18	May 27	June 2	June 9	June 16	June 23	June 30	July 7	July 14	July 21	End of July
In Process (Letters)												
Unread	47,657	31,170	34,494	34,041	26,485	21,749	26,267	19,812	28,992			
Data Entered (text pending)	3,652	4,048	5,633	2,658	3,093	2,177	1,142	1,206	1,045			
Total	51,309	35,218	40,127	36,699	29,578	23,926	27,409	21,018	30,037			
Average Turnaround (Days)												
Teacher Packets	20-40	1	1	1	1	1	1	1	1	1		1
Individual letters/card/form letters	60-80	60-80	60-80	60-70	60-70	60-70	50-60	50-60	30-50			10-20
WH Book	265	1	1	1	1	1	1	1	1			1
Incoming (x)	819	-	1,206	1,021	897	916	1,389	1,264	2,343			
Outgoing (x)	815	-	2,007	1,484	2,540	1,863	1,713	2,463	1,086			

Processing Trends



DEPARTMENT OF CORRESPONDENCE

--Letters In Process--

July 14, 1994

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	7,000	672	
Coded	1,300	437	
Data Entered	300	122	
Printed	300	121	
Agency Responses to review	9,500	336	
Agency Responses to close out	0	1,366	
Total:	18,400	3,054	
Average Turnaround (Days)			
Routine	30	22	15-20
Hardship	2	1	1-2
Incoming (X)*	418	526	
Outgoing (X)*	804	666	
E-Mail			
In Process (Letters)			
Unread	3,000	223	
Coded	400	76	
Data Entered (text pending)	1,250	1,489	
Total:	4,650	1,788	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	3	4
Read/Tallied (80%)	10	2	4
Incoming (X)	621	437	
Outgoing (X)	495	434	
Gift			
In Process (Letters)			
Letters	15	17	
Cards	36	46	
Gifts	51	53	
Total:	102	116	
Average Turnaround (Days)			
Letters	3-7	3-8	3-9
Cards	2-4	2-4	2-4
Incoming (X)	47	48	
Outgoing (X)	46	47	
Greetings			
In Process (Letters)			
Unread	1,600	1,502	
Sorted	17,735	13,077	
Addressed	9,962	8,625	
Total:	29,297	23,204	
Average Turnaround (Days)			
(prior to event)	7	10	10
Incoming (X)	1,117	2,227	
Outgoing (X)	1,833	2,469	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105		
Presidential		0	
First Lady		0	
Coded	1,525		
Presidential		1,717	
First Lady		681	
Data Entered	2,000		
Presidential (text pending)		4,948	
First Lady		681	
Total:	9,630	8,027	
Average Turnaround (Days)			
	60	1	5
		BC on hold	
Incoming (X)	350	429	
Outgoing (X)	775	0	
HRC			
In Process			
Unread	500	437	
Coded	4,500	5,583	
Data Entered (text pending)	1,500	1,574	
Data Entered (text cleared)	1,000	1,335	
Card (pending)	1,000	0	
Total:	8,500	8,929	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (X)	341	346	
Outgoing (X)	143	357	

Information as of Friday, July 8, 1994

** Total Outgoing includes NRN sent to file.

DEPARTMENT OF CORRESPONDENCE

--Letters in Process--

July 14, 1994

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	2,705	
Coded	15,000	3,068	
Data Entered (text pending)	46,985	24,739	
Total	103,024	30,512	
Average Turnaround (Days)	14-265	14-90	14-60
Incoming (x)*	3,483	3,818	
Outgoing (x)*	3,803	3,113	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	947	
Unsorted Postcards	125,000	1,647	
Total	126,603	2,594	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	11,066	
Outgoing (x)	6,511	7,682	
PLM			
In Process (Letters)			
BC signatures	25	10	
Gifts	40	20	
Greetings	100	20	
Other VIP	275	250	
Messages	500	450	
Total	940	750	
Average Turnaround (Days)			
BC signatures	1-30	1-6	x = 6
Gifts	1-30	1-8	x = 3
Greetings	1-6	1-3	1-6
Other VIP	1-90	1-20	x = 16
Messages (prior to event)	1	1-8	7
Incoming letters (x)		50	
Incoming messages (x)		60	
Outgoing letters (x)		85	
Outgoing messages (x)		37	
Presidential Support			
In Process (Letters)			
Letters	281	0	
Documents	0	0	
Letters held for future date		1089	
Total	281	1089	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	1-2	1
Other	5	1-2	2
Incoming (x)		247	
Outgoing (x)		206	
Student Unit			
In Process (Letters)			
Unread	47,657	19,456	
Data Entered (text pending)	3,652	1,017	
Total	51,309	20,473	
Average Turnaround (Days)			
Teacher Packets	20-40	1	1
Individual letters/card/form letters	60-80	20-40	10-20
WH Book	265	1	1
Incoming (x)	819	517	
Outgoing (x)	815	2,363	

TOTAL INCOMING (x)	12,235	6,354
TOTAL OUTGOING (x)**	5,107	11,513

Information as of Friday, July 8, 1994

* (x) = Daily Averages

** Total Outgoing includes NRN sent to file.

THE WHITE HOUSE

WASHINGTON

May 27, 1994

MEMORANDUM FOR PHILIP LADER

FROM: James Dorskind, Acting Director of Correspondence
Jenny McCarthy, Acting Deputy Director

SUBJECT: 90-DAY GOALS FOR IMPROVED TURNAROUND TIME

The attached spread sheet sets out our July 31 goals for improved turnaround time for categories of letters and other functions for each office within the Department of Correspondence. For purposes of measuring progress toward achieving these goals, this report also provides a "snapshot" of where each office was at the end of April and where each is now. As we discussed, we plan to follow up within the next two weeks with written strategic plans for each office for meeting these goals. And, of course, we will continue to report to you on our progress.

Key strategies we are employing for improving turnaround time include:

- o Improving coordination between offices within the Department and relevant offices in other areas of the White House;
- o Increasing accountability;
- o Eliminating unnecessary paper handling and reducing rework, where appropriate;
- o Better training and supervision of volunteers;
- o From time to time, as necessary, temporarily shifting staff from offices with a low volume of mail to offices with an extraordinarily high volume of mail; and,
- o Shifting from letters to cards for "kitchen table" mail during extraordinarily high-volume periods and establishing other triggers throughout the offices of the Department.

We hope this is helpful. Please let us know if we can clarify or elaborate upon any of the information on the attached spread sheet.

cc: Paul Richard ✓

May 27, 1994

DEPARTMENT OF CORRESPONDENCE
-- Letters in Process --

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	4,168	
Coded	1,300	360	
Data Entered	300	870	
Printed	300	298	
Total	4,500	4,528	
Average Turnaround (Days)			
Routine	30	25	15-20
Hardship	2	1-2	1-2
Incoming (x̄)*	418	363	
Outgoing (x̄)*	804	899	
E - Mail			
In Process (Letters)			
Unread	3,000	4,406	
Coded	400	800	
Data Entered (text pending)	1,250	1,156	
Total	4,650	6,362	
Average Turnaround (Days)			
Read/Coded/Answered (20%)	20	12	4
Read/Tallied (80%)	10	10	4
Incoming (x̄)	621	515	
Outgoing (x̄)	495	591	
Gift			
In Process (Letters)			
Letters	15	13	
Cards	36	31	
Gifts	51	44	
Total	102	88	
Average Turnaround (Days)			
Letters	3-7	3-7	3-9
Cards	2-4	2-4	2-4
Incoming (x̄)	47	36	
Outgoing (x̄)	46	42	
Greetings			
In Process (Letters)			
Unread	1,600	5,885	
Sorted	17,735	13,005	
Addressed	9,962	6,382	
Total	29,297	25,272	
Average Turnaround (Days) (prior to event)			
	7	7	10
Incoming (x̄)	1,117	1,336	
Outgoing (x̄)	1,833	1,900	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	240	
Coded	1,525	500	
Data Entered	2,000	700	
Total	9,630	1,440	
Average Turnaround (Days)			
	60	1	5
Incoming (x̄)	350	239	
Outgoing (x̄)	775	361	
HRC			
In Process			
Unread	500	350	
Coded	4,500	4,700	
Data Entered (text pending)	1,500	1,500	
Data Entered (text cleared)	1,000	1,300	
Card (pending)	1,000	1,000	
Total	8,500	8,850	
Average Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x̄)	341	500	
Outgoing (x̄)	143	399	

* x̄ = Daily Averages

May 27, 1994

DEPARTMENT OF CORRESPONDENCE

-- Letters in Process --

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	19,026	
Coded	15,000	16,000	
Data Entered (text pending)	46,985	29,421	
Total	103,024	64,447	
Average Turnaround (Days)	14-265	14-90	14-60
Incoming (\bar{x})*	3,483	4,528	
Outgoing (\bar{x})*	3,803	4,456	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	686	
Unsorted Postcards	125,000	81,185	
Total	126,603	81,871	
Average Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (\bar{x})	12,481	20,405	
Outgoing (\bar{x})	6,511	42,812	
PLM			
In Process (Letters)			
BC signatures	25	20	
Gifts	40	40	
Greetings	100	100	
Other VIP	275	225	
Messages	500	450	
Proclamations	2	1	
Total	940	835	
Average Turnaround (Days)			
BC signatures	1-30	1-25	$\bar{x} = 5$
Gifts	1-30	1-20	$\bar{x} = 3$
Greetings	1-5	1-5	1-5
Other VIP	1-90	1-50	$\bar{x} = 15$
Messages (prior to event)	1	1-3	7
Proclamations	3	3	3
Presidential Support			
In Process (Letters)			
Letters	281	666	
Documents	0	0	
Total	281	666	
Average Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	3-4	2
Other	5	10	2
Incoming (\bar{x})		309	
Outgoing (\bar{x})		254	
Student Unit			
In Process (Letters)			
Unread	47,657	34,494	
Data Entered (text pending)	3,652	5,633	
Total	51,309	40,127	
Average Turnaround (Days)			
Teacher packets	20-40	1	1
Individual letters/cards/form letters	60-80	60-80	10-20
WH book	265	1	1
Incoming (\bar{x})	819	1,206	
Outgoing (\bar{x})	815	2,007	

TOTAL INCOMING (X) 12,235 23,200
 TOTAL OUTGOING (X) 5,107 6,541

* \bar{x} = Daily Averages

OFFICE	End of April	Current	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	4,168	
Coded	1,300	360	
Data Entered	300	870	
Printed	300	298	
Total	4,500	4,528	
Turnaround (Days)			
Routine	30	25	15-20
Hardship	2	1-2	1-2
Incoming (x)	418	363	
Outgoing (x)	804	899	
E-Mail			
In Process (Letters)			
Unread	3,000	4,406	
Coded	400	800	
Data Entered (text pending)	1,250	1,156	
Total	4,650	5,206	
Turnaround (Days)			
Read/Coded/Answered (20%)	20	12	4
Read/Tallied (80%)	10	10	4
Incoming (x)	621	515	
Outgoing (x)	495	591	
Gift			
In Process (Letters)			
Letters	15	13	
Cards	36	31	
Gifts	51	44	
Total	102	88	
Turnaround (Days)			
Letters	5-7	5-7	6-8
Cards	4	4	4
Incoming (x)		36	
Outgoing (x)		42	
Greetings			
In Process (Letters)			
Unread	1,600	5,885	
Sorted	17,735	13,005	
Addressed	9,962	6,382	
Total	29,297	25,272	
Turnaround (Days) (prior to event)			
	7	7	10
Incoming (x)		1,336	
Outgoing (x)	1,833	1,900	
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	0	
Coded	1,525	500	
Data Entered	2,000	700	
Total	9,630	1,200	
Turnaround (Days)			
	60	1	5
Incoming (x)	350	239	
Outgoing (x)	775	361	
HRC			
In Process			
Unread	500	350	
Coded	4,500	4,700	
Data Entred (text pending)	1,500	1,500	
Card (pending)	1,000	1,000	
Proofed		1,300	
Total	7,500	8,850	
Turnaround (Days)			
Scheduling	3-5	4	4
Form Letter	10	13	13
Card Response	1-2	2	2
Individual Response	20	20	20
Children:			
Cards	10	10	5
Form Letter	15	15	10
Indiv. Response	20	20	10
Incoming (x)	341	500	
Outgoing (x)	143	399	

OFFICE	End of April	Current	End of July
Mail Analysis			
In Process (Letters)			
Unread	41,039	20,946	
Coded	15,000	13,000	
Data Entered (text pending)	46,985	35,463	
Total	103,024	69,409	
Turnaround (Days)	14-265	14-90	14-60
Factors:			
Text pending			
Photo shortages			
Misrouted mail			
Heavy volume			
Incoming (x)	3,483	4,528	
Outgoing (x)	3,803	4,456	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	1,778	
Unsorted Letters	0	0	
Unsorted Postcards	125,000	147,600	
Total	126,603	149,378	
Turnaround (Days)			
Letters	1-2	1-2	1
Prop	5-8	5-8	5-7
Incoming (x)	12,481	23,615	
Outgoing (x)	6,511	7,478	
PLM			
In Process (Letters)			
BC letters	300	250	
Gifts	40	40	
Greetings	0	75	
BC messages	500	450	
Proclamations	0	0	
Individual and Form Responses	0	0	
Total	840	815	
Turnaround (Days)	2-40		
BC letters	1-30		1-10 (avg. 5)
Gifts	1-30		
Greetings	1-5		
Other VIP	1-90		1-30 (avg. 15)
Sample	1-30		1-20
BC messages			
Proclamations			
Individual and Form Responses			
Presidential Support			
In Process (Letters)			
Letters	203	666	
Documents	0	0	
Total	203	666	0
Turnaround (Days)			
Clerk Requests/BC Signature	1	1	1
Red dot	1-2	3-4	2
Other	5	10	2
Incoming (x)		309	
Outgoing (x)		254	
Student Unit			
In Process (Letters)			
Unread	47,657	34,494	
Data Entered (text pending)	3,652	5,633	
Total	51,309	40,127	5,000
Turnaround (Days)			
Teacher packets	20-40	1	1
Individual letters/cards/form letters	60-80	60-80	60-80
WH book	265	1	1
Incoming (x)		1,206	
Outgoing (x)		2,007	

TOTAL INCOMING (X)	12,235	23,200
TOTAL OUTGOING (X)	5,107	6,541

-- Agenda --

- o Loss of 3 slots
 - o Retain slot for PLM
 - o plus 3 Detailees through end of FY 94
 - o Reassessment at end of FY 94
 - o Won't drop below 84 slots
- o Resolved Gift Director Salary Issue
- o Spread Sheet
 - o Bottleneck
 - Mail Analysis (48T)
 - o Solution
 - Reform of letter Clearance Process
 - Reform of Daily/Weekly Reports
- o Gift Report
 - o Completed. No controversy
 - o \$11,000 retained (Clinton)
 - o vs. \$26,000 (Bush)
- o Millie/Socks memo
 - o Socks mail far higher (2,236 letters/month or 89 letter/day) than for Millie (no count made By Bush Administration, but Tony says far smaller volume) even after book.
- o Copy of Agency Liaison report
- o Craig Livingstone space issue
- o Memorial Day vacation...

DEPARTMENT OF CORRESPONDENCE
-- Letters in Process --

OFFICE End of April Mid-May End of July

OFFICE	End of April	Mid-May	End of July
Agency Liaison			
In Process (Letters)			
Unread	2,600	3,200	
Coded	1,300	1,060	
Data Entered	300	330	
Printed	300	265	
Total	4,500	4,855	
Turnaround (Days)			
Routine	20	25	
Hardship	2	2	
Incoming (x)		402	
Outgoing (x)		1,148	
E-Mail			
In Process (Letters)			
Unread	3,000	1,000	
Coded	400	500	
Data Entered (text pending)	1,250	1,278	
Total	4,650	2,778	
Turnaround (Days)			
Read/Coded/Answered (20%)	20	20	
Read/Tallied (80%)	10	10	
Incoming (x)			
Outgoing (x)			
Gift			
In Process (Letters)			
Total	0	40	
Turnaround (Days)	1	1	
Incoming (x)			
Outgoing (x)			
Greetings			
In Process (Letters)			
Unread	1,000		
Text Pending	1,500		
Total	2,500	0	0
Turnaround (Days) (1 week prior to event)			
Incoming (x)			
Outgoing (x)			
Health Care Reform Information Center			
In Process (Letters)			
Unread	6,105	2,732	
Coded	1,525	2,000	
Data Entered	2,000	0	
Total	9,630	4,732	0
Turnaround (Days)	60	10	
Incoming (x)			
Outgoing (x)			
HRC			
In Process			
Unread	500	500	
Coded	4,500	4,000	
Data Entered (text pending)	1,500	1,500	
Card (pending)	1,000	1,000	
Proofed		1,300	
Total	7,500	8,300	0
Turnaround (Days)			
Scheduling	3-5	4	
Form Letter	10	13	
Card Response	1-2	2	
Individual Response	20	20	
Children:			
Cards	10	10	
Form Letter	15	15	
Indiv. Response	20	4	
Incoming (x)			
Outgoing (x)			

Mail Analysis			
In Process (Letters)			
Unread	41,039	33,500	
Coded	15,000	15,000	
Data Entered (text pending)	46,985	47,486	
Total	103,024	95,986	0
Turnaround (Days)			
Factors:	14-265	14-265	
Text pending			
Photo shortages			
Misrouted mail			
Heavy volume			
Incoming (x)	3,483	4,536	
Outgoing (x)	3,803	2,619	
Postal Unit			
In Process (Letters)			
Unstapled Mail	1,603	1,265	
Unsorted Letters	0	0	
Unsorted Postcards	125,000	160,000	
Total	126,603	161,265	
Turnaround (Days)			
Incoming (x)			
Outgoing (x)			
PLM			
In Process (Letters)			
BC letters	300	250	
Gifts	40	0	
BC messages			
Forms	0	300	
Indiv. Letters	0	170	
Proclamations	0	0	
Individual and Form Responses	0	0	
Total	340	720	
Turnaround (Days)			
Factors:	2-40	2-40	
Issue			
Incoming (x)			
Outgoing (x)			
Presidential Support			
In Process (Letters)			
Letters	203	500	
Total	203	500	0
Turnaround (Days)			
Clerk Requests/BC Signature	1	1	
Red dot	1-2	1-2	
Other	5	10	
Incoming (x)			
Outgoing (x)			
Student Unit			
In Process (Letters)			
Unread	41,339	31,170	
Data Entered (text pending)	3,652	4,048	
Total	44,991	35,218	5,000
Turnaround (Days)			
Teacher packets	20-40	1	
Individual letters/cards/form letters	60-80	60-80	14
WH book	265	1	
Incoming (x)			
Outgoing (x)			

TOTAL IN PROCESS

303,941

314,394

THE WHITE HOUSE

WASHINGTON

April 28, 1994

MEMORANDUM FOR PRESIDENTIAL STUDENT CORRESPONDENCE STAFF

FROM: DEBRA WOOD
DIRECTOR OF PRESIDENTIAL STUDENT CORRESPONDENCE

SUBJECT: CHANGES IN OUR DEPARTMENT

As you know, Jim Dorskind and Phil Lader are going to be examining our department, as well as the entire correspondence department, very closely over the next three months. They may make changes in the way our department operates, and they may ask us to try new things. I am asking that each of you be very flexible over the next few weeks, as they make decisions regarding our office.

During a meeting I had with Jim earlier this week, several issues were raised. This memo serves as a "first-round" of solutions to the overall organization of our office that I hope will correct some of these problems.

We are still dealing with a backlog of approximately 30,000 pieces of mail, and our incoming mail is escalating. Our primary concern is teacher packets. While we are caught up with them right now, they are still coming in faster than they can be processed. Until we have ZERO teacher packets, please have all volunteers work solely on getting these out. Do not data enter any of them, just have volunteers sort, hand-address, and stuff them. Also, please eliminate the packages of stickers and the yellow brochure so that elementary as well as secondary schools can receive the same packets. We have two groups coming Thursday and Friday that should be able to take care of this. Do not mail ANY of these packets until the White House book arrives. Hold them and label them as needing the book.

Our second priority is the requests for White House books. As soon as the teacher packets are taken care of, volunteers should work solely on filling these requests. Do not give volunteers books or envelopes to stuff/address. Instead, give them mailing labels ONLY. When they write the address on the envelope, have them write the number of books requested in the upper right-hand corner of the label (very small). We will have a "stuffing day" next week.

Our final priority is that of regular letter mail. When the teacher packets and White House book requests are finished, we need to push cards and YP-003 for all letter mail. Dick will be working with volunteers downstairs to eliminate all of the boxes of mail that are already coded for YP letters, and then will join us upstairs to push the cards. Please stress to the volunteers that in no way does this mean that a letter cannot receive a YP response. They just need to reduce (significantly) the amount of letters they are using at this point. When our backlog is eliminated, we will go back to the "over 12" rule.

The following are areas that each of you will be responsible for from now on. At the end of each day, I will need from you a report of what you did during that day. It can be a hand-written note, or a memo, but by the end of the day, you will be accountable for all of these duties. In addition, you must write down the time you came in to work, took lunch, and then left for the day. This includes Saturdays.

TONIA: Check ALL card boxes BEFORE allowing anyone to hand-address for cards. Bundle the checked letters with a note on top so that volunteers will know they are okay to work on. Also, please tell volunteers not to hand-address any that you have not checked. This includes all "regular" volunteers.

Route all "other" mail EVERY day -- in the morning, or before you leave for the day. This includes scheduling, HRC mail, Flat Stanley, etc.

Go through all NRN boxes. All letters that really constitute NRN mail should be counted and bundled, and given to Dick so that he can report it in his counts. Also, please tell the volunteers to NEVER put NRN, or unanswered mail, in a FILE box. This makes our counts for the week inaccurate.

When we finish with the teacher packets that have come in for the past couple of weeks, we will go to a Friday schedule for packets. Each Friday, the volunteers will work on teacher packets only. It will be your responsibility to set-up for this.

Photo requests -- All letters in the photo request box need to be checked, by you, before Betty processes them.

Except for Betty, NO volunteers will have special projects that they work on, and ALL of them will sit in Room 599 unless there is an overflow.

DICK: WELCOME TO OUR OFFICE!

Daily/weekly incoming/outgoing mail tallies. Please work closely with Maureen to make sure we are breaking our numbers down effectively. You will need to know what is sent to the Soldiers Home and what they send back for mailing also.

Training data entry volunteers. Just keep doing what you are doing in this area. In your report, please tell me how many volunteers did data entry that day, and how many letters were entered.

Quality Control. In your report, just write down how many pending letters are in the system, and how many letters were QC'd for the day.

Incoming/inner office mail. It is your responsibility to sort/count this mail as it comes in each day.

ELLEN: Writing. Per Jim, letters that you write must be approved by Jenny Boshears before you write them. Also, they can only be red-dot letters, or form letters.

Go through all TIME SENSITIVE boxes, SPECIAL HANDLING, etc. each day. Do not let a volunteer or intern do this. Data enter all of the letters as you go, and have Dick QC them. If they can only be answered with an individual response, you need to coordinate that with Jenny.

Until Tonia returns full-time, you will be responsible for setting up the volunteer room each night before you leave. Before she leaves at noon, you need to coordinate with her what needs to be done the next day. Then set the mail out at every chair with a note for the volunteers as to what they need to do (Just like Stephanie did). When she returns full-time, this will be eliminated from your daily routine.

Claude is getting us groups of volunteers during the week. They will be "first-timers" to the correspondence department. They will be your responsibility, and Tonia will be responsible for the "regulars" and "daily new people." You will need to coordinate with Claude all of the logistics for their stay in our department.

For now, eliminate the M.J./Betsy boxes. The mail that is currently being placed in those boxes is now your responsibility, and you need to data enter it. M.J. and Betsy need to work with the regular mail.

Unless you are working on one of the following projects, you MUST be working with volunteers and answering their questions. On Monday, May 2, I am going to the Soldiers' Home to train them to do a few more things than they are doing right now. In addition to their regular responsibilities, they are going to do a pre-sort for us as well as answering Socks and Chelsea teacher packets.

On Saturday, May 7 and Saturday, May 14, Claude is going to host mail marathons for our department in the Indian Treaty Room. Your attendance is mandatory both days, and Ellen and I will be required to give West Wing tours.

We have a huge challenge ahead of us. However, I have no doubts that we can pull ourselves out of this backlog, and be able to get back on track again. If you have any questions, please do not hesitate to ask me. I appreciate your cooperation.

cc: Jim Dorskind
Claude Taylor

May 18, 1994

MEMORANDUM FOR JAMES A. DORSKIND
ACTING DIRECTOR OF CORRESPONDENCE AND
PRESIDENTIAL MESSAGES.

FROM: DEBRA S. WOOD
DIRECTOR OF PRESIDENTIAL STUDENT CORRESPONDENCE

SUBJECT: REVISED 90-DAY ACTION PLAN

Attached is a plan of action for 1) the elimination of a 31,000 piece backlog and, 2) to reduce our turnaround time from 3 months to 2 weeks. As you know, over the last two weeks, I have put a number of changes into effect. We have already made progress toward our stated goals, and I believe we will fully achieve them by July 31.

cc: Jenny McCarthy

**OFFICE OF PRESIDENTIAL
STUDENT CORRESPONDENCE:**

**Plan of Action for Backlog Elimination
and
Reduction in Turnaround Time**

by

Debra S. Wood
Director of Presidential
Student Correspondence

STATEMENT OF PURPOSE

To respond to all correspondence sent from young people to President Clinton and to all mail sent to Chelsea, and Socks in a timely and informative manner. To educate the President's young constituents through correspondence, visual aids, and instructional materials.

RESPONSIBILITIES

The Office of Student Correspondence consists of an full-time staff of four, as well as a daily volunteer average of 15 people, and an intern staff of 2.

The responsibilities of the office are as follows:

Responding to mail sent by young people to President Clinton
Responding to all mail sent to Chelsea Clinton and Socks the Cat

Writing and designing response cards

Writing form letters and special letter responses

Writing and designing all teacher packet contents

Data entry of form letters

Hand-addressing and stuffing of card responses and teacher packets

Proposing new ideas to the Director of Correspondence and seeing that the approved projects are implemented -- this includes providing cost estimates, working with other departments - e.g., the Curator's office, the White House Historical Society, etc., working with one or more graphic artists, setting and meeting printing deadlines. (Pending projects are listed under GOALS.)

**GOALS FOR THE
OFFICE OF STUDENT CORRESPONDENCE**

DEADLINES

GOALS

FINISHED

Elimination of teacher packets.

FINISHED

Elimination of White House book requests.

May 27, 1994

Complete first draft of crime newsletter.

*June 17, 1994

Reduce backlog to 20,000.

*July 15, 1994

Reduce backlog to 10,000.

**July 31, 1994

Reduce backlog to 5,000 or less.
Decrease turnaround time
from 3 months to 2 weeks.

August 12, 1994

Finalize crime newsletter. Send out for printing.

September 2, 1994

Receive crime newsletter, ready for distribution

September 9, 1994

Receive the first printing of the White House book for younger children

* Interim goals.

** First priority of the office.

**ELIMINATING BACKLOG:
PROBLEMS AND SOLUTIONS**

PROBLEMS: Backlog of 31,000 pieces of mail.
Turnaround time is currently 3-4 months.

SOLUTIONS:

1) Maintain staffing at 4 employees. Student correspondence has been plagued with a less than adequate staff. In addition to the director, there is one full-time staff member and one temporary staffer from Mail Analysis. The fourth employee has been absent, or working part-time, since March 10, 1994, due to a back injury. This has caused a severe lack of morale among employees, volunteers, and interns, and an overall downfall in the organizational structure of the office.

Our office must maintain 4 full-time, qualified employees.

2) Continue steady stream of volunteers, even when backlog is decreased. After our backlog is eliminated, it is imperative that we not shift the focus of volunteers to another department completely. Instead, the steady stream that we are receiving right now, should be diverted (based on percentages) to "potential crisis" departments on a consistent basis.

3) Greater accountability among existing staff. Our staff is stretched very thinly as far as our individual and overlapping responsibilities are concerned. Prior to the loss of the injured employee, the three other staffers had specific job duties, e.g. one was a writer, one worked solely with volunteers, and the other was responsible for data entry and quality control. With our prior staffing problems, we needed to abolish specific job responsibilities, and require more accountability from staffers on a daily basis. On April 28, I sent a memorandum to everyone in my office. This memo requires them to perform specific duties during the day, that overlap with previous positions. For instance, the writer is now required to work with large groups of volunteers. In addition, at the end of each day, everyone is required to provide me with a list of what they did that day, and the exact hours they worked. (Copy of memorandum is attached).

4) Daily reports. Prior to our backlog of mail, Student Correspondence only sent mail reports to the System Manager at the end of each week. We are currently sending daily reports to the Acting Director of Correspondence on a daily basis, and will continue to do so until our backlog is eliminated.

PROBLEMS AND SOLUTIONS CONTINUED:

5) Focus of the Director. Previously, the Director of Student Correspondence has been involved in numerous projects that involved work outside of the office. These projects have since ceased, and the Director is focusing solely on the elimination of the Student Correspondence backlog.

6) Streamlining mail operation. Our office normally sends cards to children under 12 and letters to those between the ages of 12 and 17. Until our backlog is eliminated, 95% of our outgoing correspondence is card responses.

VOLUNTEERING

The Office of Student Correspondence depends on a dedicated and committed group of approximately 30 volunteers who each work an average of 8 hours per week. In addition, they are supplemented by volunteers who are sent from the Volunteer Office. It is inconceivable that this office can eliminate its current backlog, or attempt to keep up with its incoming mail without a full staff of volunteers.

Volunteering in Student Correspondence poses two problems for a potential volunteer -- 1) lack of space to adequately accommodate large groups, 2) location of the office is not in the vicinity of the other Correspondence offices. Because of our staffing problems, and lack of time at the present, the following are potential solutions to better utilize the skills of our volunteers, once our backlog is eliminated:

After July 31, 1994:

Revive the Student Correspondence Volunteer Task Force to help identify, train, and provide incentives for volunteers.

Establish "Shift Chairs," a volunteer program which is used by the Kennedy Center. This program allows volunteers to be "promoted" within their respective departments. They are assigned specific times throughout the day, and are responsible for certain aspects within the department, e.g., recruiting, training, developing incentives, etc.

Establish a rotational schedule for large Saturday groups who work in the Correspondence Department, before we begin getting into "backlog" trouble. By the end of the summer, all of us should be caught up. However, instead of stopping the Saturday schedules until the mail escalates, we should keep volunteer groups coming in, and disperse them among all of our departments. This would provide more balance and equality, before the mail escalates, and we have to begin prioritizing departments.

THE CLINTON ADMINISTRATION vs. THE BUSH ADMINISTRATION

Although our information from the Bush Administration is sketchy, it is clear that President Clinton is responding to children in a much more direct and individualized manner with the same number of employees. The following is a breakdown of the two operations:

INDIVIDUAL CHILDREN:

BUSH - Limited amount of cards
Offset letters - no inside address, or salutation
Form letters processed entirely by the Typing Unit
(No data entry was done in Student Correspondence)

CLINTON - Currently, we are using card responses for the majority of our outgoing correspondence. However, our goal is to be able to respond in the following manner, as we did before our backlog escalated:

Cards, baseball cards, and stickers to children under
12
Form letters to children over 12 and under 18
(Processed in Student Correspondence)

CLASSROOMS:

BUSH - One offset letter and White House books for every member of a class. Older classrooms received the "White House Report to Students."

CLINTON - Two offset letters: One to the teacher and one to the students. In addition, we include one: White House book, poster, 8x10 photo of the President, 8x10 photo of the White House, and "Inside the White House" newsletters. Elementary schools also receive a package of stickers that say, "I wrote to the President and he wrote me back" and eventually, they will receive a "younger" version of the White House book.

MISCELLANEOUS:

The Bush Administration's outgoing children's correspondence figures include 5% "turndown" letters (letters signed by the Director of Correspondence, Shirley Green). Our equivalent to these letters are the "Jim Dorskind turndown letters." However, these letters are rarely sent to children by the Clinton Administration.

Presidential Messages to children under the Bush Administration were handled by Student Correspondence. In the Clinton Administration, they are handled by the Office of Presidential Messages.

The Bush Administration referred 9% of its children's letters to different agencies for responses on issues such as the environment, crime, etc. The Clinton Administration responds from the President on these issues. Agency Liaison makes all determinations on the routing of our mail to different agencies. However, they generally refer this mail only when a child needs assistance from one of the agencies, not for policy responses.

The Bush Administration had 45 form letters for children. The Clinton Administration currently has 74.

* It should be noted that the Bushes' dog, Millie, had her mail processed in the First Lady's office. In addition, the Bushes' did not have a child in the White House who received mail.

** Approximately 1/6 of our outgoing correspondence responds to groups, e.g. classrooms, girl/boy scout troops, etc. With an average of 25 recipients per group letter, we are reaching far greater numbers than our outgoing numbers reflect. Our total outgoing correspondence for 1993 was 222,953. 36,339 of this total was sent to groups.

94 MAY 19 AIO : 50



PROCLAMATION

WHEREAS, the Commemoration of the 50th Anniversary of "D" Day will be June 5 & 6, 1994, honoring all of the World War II Vet, Wives, the home front, etc; and

WHEREAS, we are declaring this day to commemorate the fiftieth anniversary of D-Day, the landing of Normandy; and

WHEREAS, we want to remember those brave young men who landed on the beaches of Normandy, this event was the beginning of the end of the Nazi control of Europe; and

WHEREAS, we honor those brave young men who on those bloody days made the supreme sacrifice; and

WHEREAS, those of us who have survived the great Crusade in Europe to reach this great day, will celebrate and honor all those served on this day.

NOW, THEREFORE, I, Dennis J. Wardlow, Mayor of Key West, do hereby honor the 50th anniversary of the World War II and proclaim 6th as

WORLD WAR II DAY

in memory of the victims and urge all citizens of the world to join in remember in prayer those who died on that day and on this solemn occasion and give thanks for the great blessing of freedom.

WITNESS my hand and seal of the City of Key West, Florida, this 5th day of June, 1994.



David J. Weiss, Chairman

Dennis J. Wardlow
Dennis J. Wardlow, Mayor

**DEPARTMENT OF DEFENSE
50TH ANNIVERSARY OF WORLD WAR II
COMMEMORATION COMMITTEE
of PALM BEACH COUNTY, FLORIDA**

**Kings Point Flanders K-520
Delray Beach, FL 33484**



**(TEL) 1-800-821-7978
(FAX) 407-265-7211**

THE WHITE HOUSE

WASHINGTON

May 5, 1994

MEMORANDUM FOR PHIL LADER

FROM: JAMES DORSKIND
Acting Director of Correspondence
and Presidential Messages

JENNY MCCARTHY
Acting Deputy Director of Correspondence
and Presidential Messages

SUBJECT: CORRESPONDENCE DEPARTMENT -- BACKGROUND,
DESCRIPTION, AND OUTLINE OF 90-DAY PLAN

INTRODUCTION

We appreciate very much your interest in learning about the Correspondence Department and working with us to develop and implement a plan for review and "reinvention" of the Department, as you put it. Our goal is to make the Department more efficient and more effective in its service to the President.

As you know, our first step in this effort has been to meet with each of the eleven directors of the offices of the Department. Together, we are identifying problem areas, and, as we will discuss with you and later outline in writing, we have begun to develop tentative strategies for solving them. As you will see, we have also begun to set goals and criteria for evaluating the success of our efforts.

As we discussed last week, we view this Memorandum as a work in progress. We look forward to having the benefit of your management expertise. As you become more familiar with the Department, we expect that you will have additional ideas that will aid our efforts. We are also meeting with the staff of each department and with Scott Gould and Matt Miller, as soon as Scott returns to the White House after vacation and fulfilling military obligations (the week of May 9). We also have contacted Carolyn Lukensmeyer to set up a meeting with her.

We are monitoring our progress on a regular basis and will present the results of our review at our weekly meetings with you. We believe that flexibility is key in a time of transition, and no element of our proposal is fixed in stone, now or as we move ahead. Our goals, however, do remain fixed: over the next three months, dramatically reduce backlogs and turnaround times, without sacrificing quality and responsiveness.

The remainder of this Memorandum is divided into six sections. First, we review briefly the "Mission" of the Correspondence Department. We then discuss -- also very briefly -- some of the history of the Department -- how it has evolved from prior administrations to what it is today. We then move on to discuss our approach to the next 90 days and, we hope, beyond. Following that discussion, we outline the primary functions of each office. Finally, we offer some concluding thoughts.

THE MISSION

We believe that the Correspondence Department's primary mission is to answer in a timely and responsive manner the correspondence received by the President, First Lady, and the Chief of Staff. In order to accomplish this, we use a combination of individually drafted letters, form letters, cards, photos, e-mail, messages, and phones, and casework assistance. Whether a head of state, a Member of Congress, or a voter in one of the 50 states, all correspondents should be treated with dignity and speed. We must always strive to remember that the President has invited and continues to invite the public to write to him.

Beyond that primary role, the Correspondence Department has a number of other important responsibilities. We prepare Presidential proclamations. We work with Senior Staff throughout the White House to assist them in the development of their written communications, as set forth in more detail on the attached list.

We support the Staff Secretary and the Executive Clerk, process requests for the President and First Lady to act as honorary chairs, and handle nominations for the Presidential Medal of Freedom. We have established and now run the Health Care Reform Information Center, and provide volunteer support for the entire White House.

In the end, we are a "customer service" organization. First and foremost, we serve the President. In fulfilling that primary responsibility, we also serve the public, federal and other governmental officials, and other White House offices. We will not be successful if we cannot satisfy each of these customers.

THE CORRESPONDENCE DEPARTMENT YESTERDAY AND TODAY

In the most recent administrations, at least, the President sent relatively few letters in answer to the correspondence that he received from the public. Instead, the Director of Correspondence generally responded on his behalf, when responses were sent at all. The Correspondence Department was seen by other White House offices as a "mailroom" operation, and, as far

as we can tell, received little respect. Nevertheless, there were approximately 46 more staff (some were part-time employees) on the rolls of the Department in 1992 than today.

In contrast to his immediate predecessors, President Clinton highly values staying in touch with the public and views correspondence as a key means of doing so. Despite the unprecedented volume of mail that this approach has generated, and despite the actual and effective reductions the staff, this Department, with some exceptions, has risen to the task of delivering the President's message to the nation.

As you know, in President Clinton's first year, he received some 8.5 million letters, nearly 2 million more than did George Bush and far more than any other President (Graph 1.) In 1993, the President received over 25% more mail each day than President Reagan received after he was shot and over 30% of that which President Bush received during the Gulf War. Last year, the President sent out two and one-half times more responses each day than did President Bush (Graph 2). At the same time, the Department of Correspondence's staff was reduced from 135, including some part-timers, to 89 full time equivalents.

We are sending out more responses, more frequently, and more personally. Yet, there is much room for improvement. After listing each of the Offices in the Department of Correspondence and describing their respective functions, we will highlight our initial ideas for review, change, and measurement of effectiveness in performing each office's share of the overall departmental mission.

THE NEXT NINETY DAYS

Our Approach

Our job is to ensure that the Department achieves its mission in the most cost effective and professional manner. During our tenure here, we have had the opportunity to see much of what works and what doesn't work. We haven't had the opportunity, however, to undertake a broad review of the Department. As noted, we have already begun this process.

Over the next 90 days, we intend to accomplish the following tasks, some of which are already well on their way. First, we have already met with all of the office directors. We have now begun an intensive office by office review. In each review, we are meeting with the director and staff of each office to identify problems or areas that could use improvement. This includes bottlenecks, lack of intra- or inter-departmental communication or coordination, inefficient systems or procedures, optimal utilization of available technology, morale, and staff structure and allocation among and within offices, among others.

The overriding theme we are attempting to achieve among our management and staff is *accountability*.

As we review each office, we are developing strategies and solutions to problems identified in that review. As we begin to implement those solutions in consultation with you, we are already beginning to monitor our progress. We intend to discuss with you the appropriate criteria for effectively measuring our progress.

As we undertake our review of the Department, we believe it is important to keep the following questions in mind:

- * Do we effectively inform the public about the President's agenda and generate support for that agenda?
- * Do we effectively serve the public?
- * Do we generally satisfy the public?
- * Do we help the President keep faith with the American people, keep in touch with them, and remain accessible?
- * Do we effectively serve the correspondence needs of the President throughout the White House?
- * Do we generate good public relations and press for the President?

Overall Departmental Issues

Our response time has been uneven, at best. Some mail has taken months to answer and some has been answered in a day or two. Although there are priorities that will, naturally, result in different response times, we need to reduce overall average response time and we need to ensure that the most important mail -- which different people may define differently -- is given the highest priority throughout the system. As we strive to improve the timeliness of our responses, we also need to better allocate our limited resources to maximize the responsiveness and effectiveness of the letters and messages we send.

On a broader scale, we also need to address some serious morale problems that have been festering in this Department for some time. Underpaid, understaffed, overworked, and, in many cases, feeling unappreciated by senior White House staff, the staff of this Department needs to feel that their work is valued and that they are part of the team. Your visit to the Departmental meeting was an important step in remedying this problem. Your approval of the raises will also make a significant impact on those most poorly paid in the Department.

Nevertheless, we view the improvement of morale as a key component of the larger effort to better achieve our mission.

For your information, we now set forth a brief description of each office.

CORRESPONDENCE DEPARTMENT OFFICES

The Mail Unit, staffed by Postal employees, sorts the Presidential, other principal, and staff mail for distribution throughout the complex. This unit also completes the processing of the outgoing mail after it has been catalogued by the Office of Records Management.

Mail Analysis opens, staples, reads, codes and sorts the Presidential mail for appropriate responses. Correspondence that does not require special handling is answered by this office.

Agency Liaison assists tens of thousands of constituents who have written to the President or First Lady seeking help. This is the office of last resort and the one that the President most often uses for examples in his speeches.

Presidential Letters and Messages provides research and drafts all letters, including, form and individual responses to Presidential correspondence. The staff in this office also provides responses for other offices within the White House that receive Presidential inquiries. Individual responses are prepared for all governors and other major political and community leaders, as well as industry and labor leaders. The Review section of this office is responsible for ensuring the quality and accuracy of all Presidential letters and messages, and assists other offices throughout the White House to prepare high quality letters for the President that are true to his substance and style.

Presidential Support prepares all of the correspondence, except form letters, that is generated by the Correspondence Department on behalf of the President. This office also provides word processing support to the Office of the Executive Clerk, and, in conjunction with the Office of Presidential Letters and Messages, assists other White House offices with large mailings to a variety of constituent groups.

Chief of Staff's Correspondence, as you know, handles your correspondence, as well as that of your two deputies.

Note -- We understand from Lynda Rathbone that she is under control. We really don't have day to day responsibility for her operation. She is not on our payroll, but her assistant, Kim Cain, is. I assume

that with the increased responsibilities that Lynda has undertaken, that Kim is fully utilized. Needless to say, we could use her assistance elsewhere, at least from time to time, if she has any spare moments.

Inquiries and Greetings provides thousands of birthday, anniversary, and other cards in response to requests from the public. On average, we provide an average of 40,000 greetings a month. In addition, this office is also responsible for the **Comments Line**, a source of instant information for the President about the state of public opinion on a wide variety of important issues and events, and the **Volunteer Office**. This office makes volunteer opportunities known to the public, and then interviews, processes, and trains volunteers not only for the Correspondence Department, but for the entire White House complex. This office was developed during this Administration into a viable support unit for all White House staff. There are currently about 2000 regular volunteers who assist staff throughout the complex, some on a one-time per week basis, and others more frequently.

Student Correspondence responds to letters to the President and First Lady -- as well as to Chelsea and Socks -- from youth across America. This office also provides teacher packets that contain informative and educational materials about the institution of the Presidency and about President Clinton, in particular. This office has developed a variety of informational materials geared toward children. This effort produced, among other things, posters, the White House Book, semi-annual newsletters about important issues on the Presidential agenda, such as education and health care, fact sheets, and hand-out cards with pictures and biographies of the principals.

In contrast to our handling of adult mail, we are using cards to respond to many of the children's inquiries, which are generally less substantive than those of adults. (When, however, students (usually those in high school) write a serious letter, they receive the same kind of detailed response that an adult writing that letter would receive.) Many younger children write heart-rending stories about the death of loved ones from personal tragedies, such as drunk driving accidents or other crimes. The President is able to help these children cope with their terrible losses by his comforting words.

Student Correspondence is, for the most part, a self-contained unit that does all, or at least some of the following tasks in its own offices: opening and stapling incoming mail, sorting mail, reading and coding mail, data entry, hand-addressing and stuffing; quality control; writing form letters and individual responses, editing, volunteer recruiting and training, and produces other material for distribution.

Presidential E-Mail has developed from the ground up a program for receiving Presidential and Vice Presidential Correspondence over the Internet system. Interested constituents can not only communicate with the President and Vice President, they may also electronically obtain copies of Presidential documents, such as reports and speeches. The staff of this office is working to develop the capacity to respond electronically to substantive e-mail, as well.

The Office of White House Gifts processes all gifts received by the President and other members of the First Family, and arranges for appropriate acknowledgments to be sent. The staff of this office prepares two reports for Congress each year, and is responsible for processing reportable gifts received by all White House staff. This is one of our most closely audited White House offices.

First Lady's Correspondence prepares responses to the correspondence received by the First Lady that is not handled by Agency Liaison or Student Correspondence. As you know, the volume of the First Lady's correspondence is astronomically higher than it was for any previous First Lady.

The Office of the Director supervises all facets of the Correspondence Department, and has ultimate responsibility for reviewing all Presidential correspondence and messages before they are presented for signature. This office also coordinates requests for correspondence or messages from other White House Offices and responds to the thousands of requests for pictures of the President, the White House, the First Lady and the Vice President. The Director's Office also handles, among other things, nominations for the Presidential Medal of Freedom and requests for the President to act as an honorary chair. In addition, under our direction, a statistical sample of the mail is taken each day. This daily report is summarized and added to the report and sample that we prepare for the President each week.

The Department has also taken on a number of special projects from time to time. Among others, we have had responsibility for coordinating the **Holiday Cards** sent by the First Family, setting up and running the **Health Care Reform Information Center**, developing and supervising the new database project, and assisting all White House offices with mass mailings and large correspondence-related projects.

CONCLUSION

We are excited about the challenges ahead of us, and we realize there are many. The enthusiasm of management and staff, alike, for our review has been heartening. We are pleased with our first efforts to identify and address the problems that have

hindered the Department's ability to perform as effectively as we would like, and we hope you will be pleased with those efforts, as well.

Our next job is to prepare the overall snapshot of the Department as it was on April 25, our projection for where we hope and expect the Department to be at the end of July, and the problems we have identified, together with proposed strategies and solutions, on an office by office basis.

cc: Staff Secretary

The Mail Unit, staffed by Postal employees, sorts the Presidential, other principal, and staff mail for distribution throughout the complex. This unit also completes the processing of the outgoing mail after it has been catalogued by the Office of Records Management.

Problem:

Understaffing. Staffing is 7 below its previous level from 2 to 2. In prior Administrations, this additional staff enabled the Mail Unit to open and staple the mail. The reduction in staff has meant that Mail Analysis has had to take up the slack, which has contributed to the backlog in that office.

Solution:

Slots are not counted against overall White House level. Therefore, work with Postal officials to add additional detailees.

Additional issues:

The Director of this office believes that we may be able to speed delivery of the mail and save some money by uniformly using nine digit zip codes and bar codes. This raises aesthetic issues as well as resource allocation (locating the nine digit codes) of either people or money. We will further explore these issues.

Measurable Criteria:

Number of incoming pieces received, sorted, and distributed. Number of outgoing pieces processed. Number of pieces opened and stapled.

Mail Analysis opens, staples, reads, codes and sorts the Presidential mail for appropriate responses. Correspondence that does not require special handling is answered by this office.

Problem:

Backlog. Although significant progress has been made to reduce the backlogs of unread or read but not yet data-entered mail, they persist as problem areas. Last year, the backlog became such a problem that offsite help became necessary. We have nowhere near that level of backlog now, but we should be able to move the mail through that office more quickly.

Solutions:

Although there will always be some backlog of unread mail, it should be maintained under 20,000 pieces. Currently that

backlog hovers around 35-40,000 pieces. This is a major improvement from the 100,000 plus pieces immediately following the ice storms, and holiday and mourning periods of December and January. We have accomplished this with greater use of cards for the more generic mail and with heroic efforts of staff and volunteers during Saturday mailathons.

We intend to continue to use large Church, boy and girl scout troop, senior citizen, and other regional groups to help attack this problem. We envision continuing these efforts and the use of cards when necessary. In addition, we will explore the use of "detailing" staff from other Correspondence Department offices to assist during (and in efforts to avoid) crisis periods. We are going to institute triggers for greater reliance on cards and movement of staff to nip problems in the bud.

On a more systemic level, we intend to review Mail Analysis carefully to determine if staff within that office can be allocated more effectively, mail can be handled less or otherwise more efficiently, and volunteer assistance is being maximized. In addition, we are working to improve the supervision of the relationship with the US Soldiers, Sailors & Airman's Home, which has provided much appreciated assistance in opening and stapling mail for the President and other First Family members.

Additional Issues:

We are exploring the availability of professional data entry assistance. We will also review again the possibility that some sort of scanning technology might speed the processing of the mail here and throughout the Department.

Measurable Criteria:

Backlog numbers; individual production, whether opening and stapling, reading, or data entering mail.

- * Agency Liaison assists tens of thousands of constituents who have written to the President or First Lady seeking help. This is the office of last resort and the one that the President most often uses for examples in his speeches.
- * Presidential Letters and Messages provides research and drafts all letters, including, form and individual responses to Presidential correspondence. The staff in this office also provides responses for other offices within the White House that receive Presidential

inquiries. Individual responses are prepared for all governors and other major political and community leaders, as well as industry and labor leaders. The Review section of this office is responsible for ensuring the quality and accuracy of all Presidential letters and messages, and assists other offices throughout the White House to prepare high quality letters for the President that are true to his substance and style.

Problem:

Individual backlogs of writers.

Solution:

Reduce walkthrough interruptions, improve writers' reliance on precise language from previous letters, improve turnaround times from other White House offices and agencies on draft language and review, improve ongoing training and collaborative editing of writers' work.

Problem:

Reviewers' backlog.

Solution:

Reduce handling of outgoing mail. This will also assist Presidential Support. Reductions in walkthrough interruptions will also assist here.

- * Presidential Messages and Proclamations, a sub-unit of Presidential Letters and Messages, provides an average of 254 messages and proclamations a month to groups and individuals. These rang from simple congratulations on anniversary gatherings to substantive statements on important issues facing the nation, which are shared with thousands.
- * Presidential Support prepares all of the correspondence, except form letters, that is generated by the Correspondence Department on behalf of the President. This office also provides word processing support to the Office of the Executive Clerk, and, in conjunction with the Office of Presidential Letters and Messages, assists other White House offices with large mailings to a variety of constituent groups.
- * Chief of Staff's Correspondence, as you know, handles your correspondence, as well as that of your two deputies.

90-Day Plan and Office-by-Office Analysis and Strategies

Our 90-Day Plan

Phase I.:

1. Snapshot (April) -- Set base line
2. Identification of issues through Director meetings, to be followed by staff meetings
3. Begin to address problem areas immediately
4. Implement raises and work to improve morale

Phase II.:

1. Identify and attack systemic causes of backlogs
 - a. Break out backlogs in each office to identify bottlenecks
 - (1) Unopened mail
 - (2) Opened, but unread mail (also determine if mail can be opened and read simultaneously more often)
 - (3) Read, but not data entered or hand-addressed
 - (4) In Presidential Letters & Messages, determine individual backlogs and Presidential Support backlog, broken down by letter/message type
 - b. Develop verification of backlogs; ensure individual accountability for accurate counts, reducing existing backlogs, and keeping "current"
2. Identify and attack other systemic problems
3. Review staff allocations between and within offices

Phase III.

1. Develop and implement long-term strategies for streamlining department operations and addressing problems identified in Phases I and II

- a. Prioritize offices with most serious backlogs
-- Student Correspondence, Mail Analysis,
Presidential Letters

The Mail Unit:

Problems:

Understaffing. Staffing is 7 below its previous level from 27 to 20 . In prior Administrations, this additional staff enabled the Mail Unit to open and staple the mail. The reduction in staff has meant that Mail Analysis has had to take up the slack, which has contributed to the backlog in that office.

Solutions:

Slots are not counted against overall White House level. Therefore, work with Postal officials to add additional detailees. **Actions: Office Director has begun efforts to add postal detailees and we have sent letter.**

Additional issues:

The Director of this office believes that we may be able to speed delivery of the mail and save some money by uniformly using nine digit zip codes and bar codes. This raises aesthetic issues as well as resource allocation (locating the nine digit codes) of either people or money. **Actions: Test done -- bar codes added by Postal Service anyway. Exploring availability and cost of software for 9-digit zip codes.**

Measurable Criteria:

Number of incoming pieces received, sorted, and distributed; number of outgoing pieces processed.
Number of pieces opened and stapled; backlog, if any.

Mail Analysis:

Problems:

Backlog. Although significant progress has been made to reduce the backlogs of unread or read but not yet data-entered mail, they persist as problem areas. Last year, the backlog became such a problem that offsite help became

AGENDA FOR MAY 12, 1994 MEETING WITH PHIL LADER

1. Correspondence Department Status in view of recent events

- a. Tim Flynn's proposed move and detailee/salary adjustment for Gift Office director replacement
- b. Office space for director and deputy
- c. Replacement furniture and equipment; budget reallocations
- d. Volunteer program issues and location of offices using volunteers -- Update on meeting with Craig Livingstone and telephone conference with David Watkins *ongoing*

2. Pending slots

- a. Q re: Kim Cain follow-up
- b. Pres. Support ((Patty Foster)
- c. Writer replacement for Tommy Tanner
- d. First Lady's slot (possible adjustment of work between First Lady's Correspondence and Student Correspondence or reallocation of slot)
- e. (Additional possible slot, if Nancy Hernreich does not replace Laura Tayman)
- f. Status of D. Bird and J. Dudley

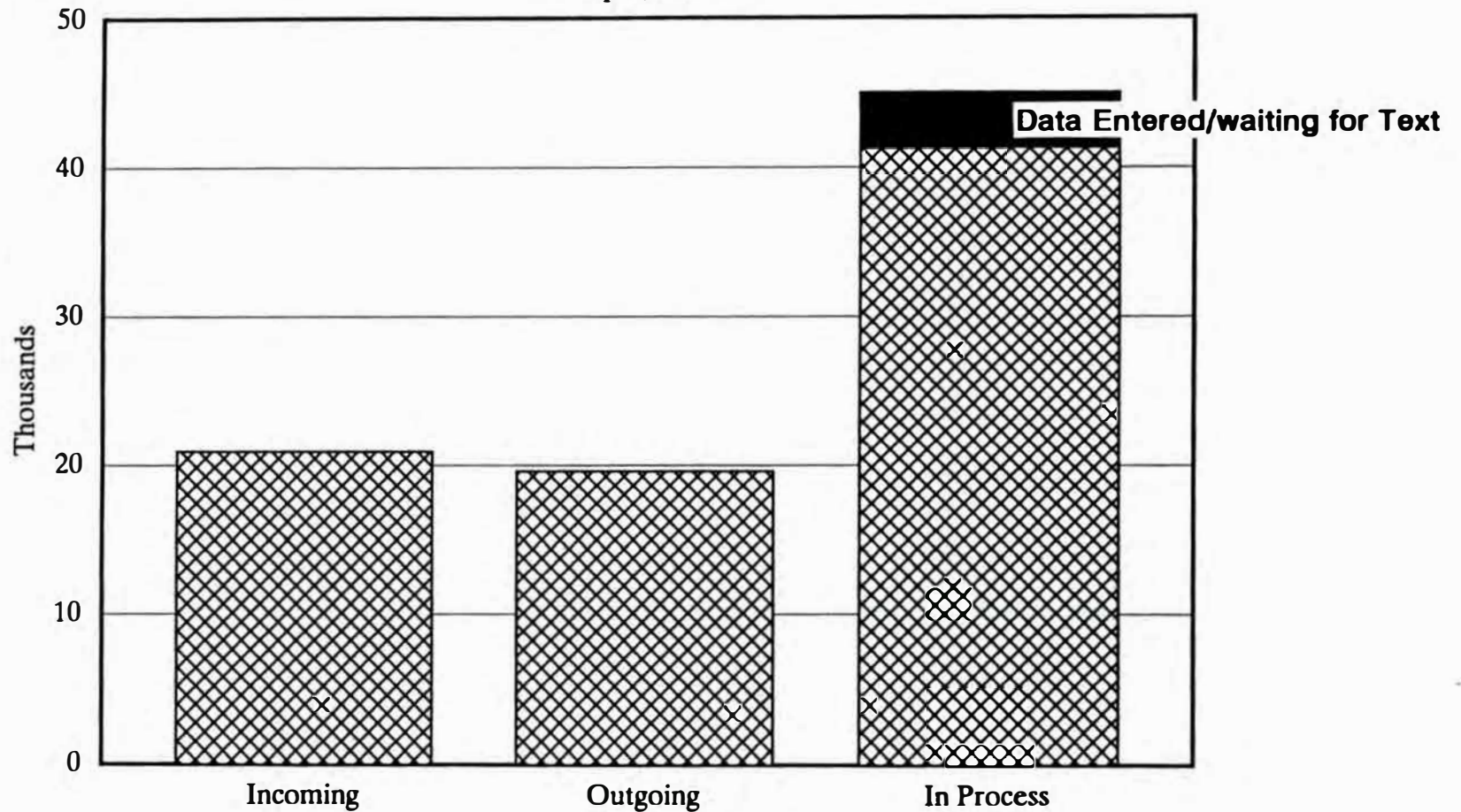
3. Developments in "Reinvention" efforts

- a. Morale improvements -- processed raises and title changes; new enthusiasm and recognition of job requirements
- b. Student Correspondence Memo to staff and 90-day plan; progress on backlog: elimination of backlogs in teacher packs and pending WH book requests; developing better and more frequent counts and triggers to avoid similar problems in the future
- c. Mail Unit -- postal detailee status (letter sent); investigation re: bar and zip codes
- d. Mail Analysis -- improved coordination of form letter and USSAH processes; ongoing review of processes and staff allocations

- e. Presidential Letters and Messages -- Reprioritize and revise form letter process; accountability for individual backlogs, including review/directors; work with other WH offices to reduce disruptive walk-throughs; merit raises; regular editorial meetings;
4. Discuss overall 90-day program and expectations; development of "measurable criteria" for each Correspondence Department Office (Meeting plans with Matt Miller, Scott Gould, and Carolyn Lukensmeyer)

Student Unit

April, 1994

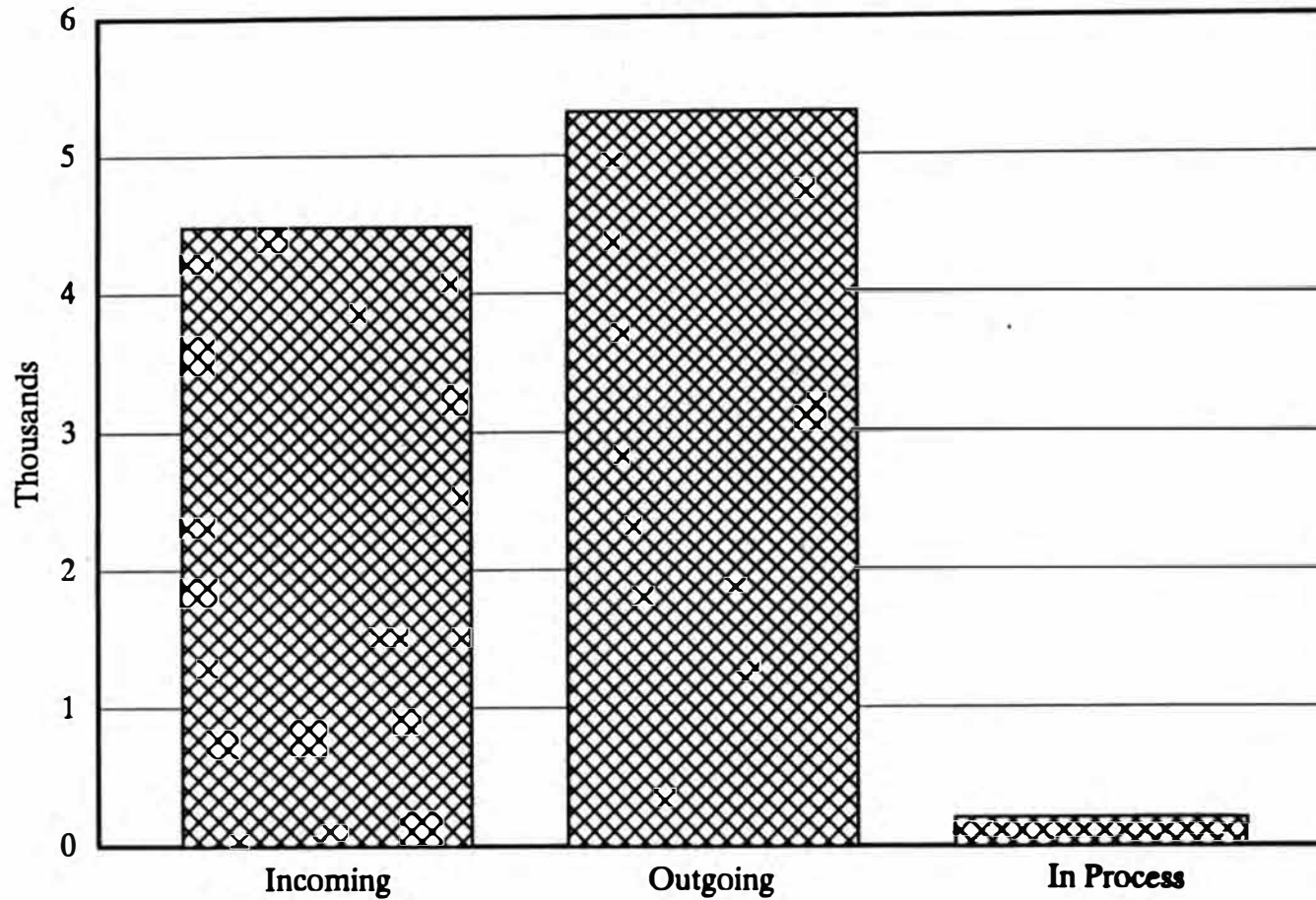


Turnaround time (\bar{x}):

- 3 months
- teacher packets 1-2 months
- Individual letters, cards and form letters: 3-4 months
- WH books:

Presidential Support

April, 1994

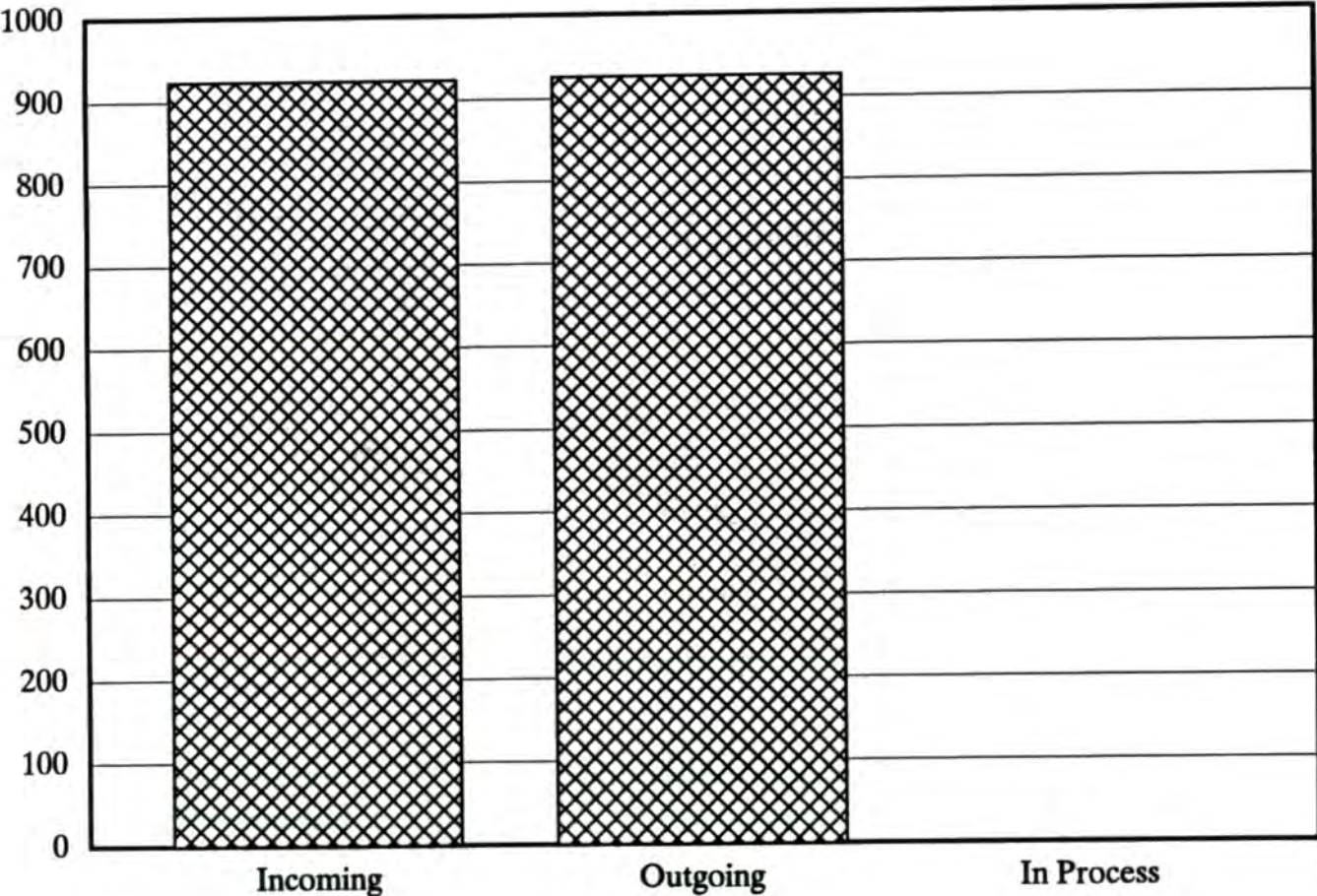


Turnaround time (x) :

- clerk requests: 0 days
- BC signature: 0 days
- red dot: 1-2 days
- other: 1 week

Gift Unit

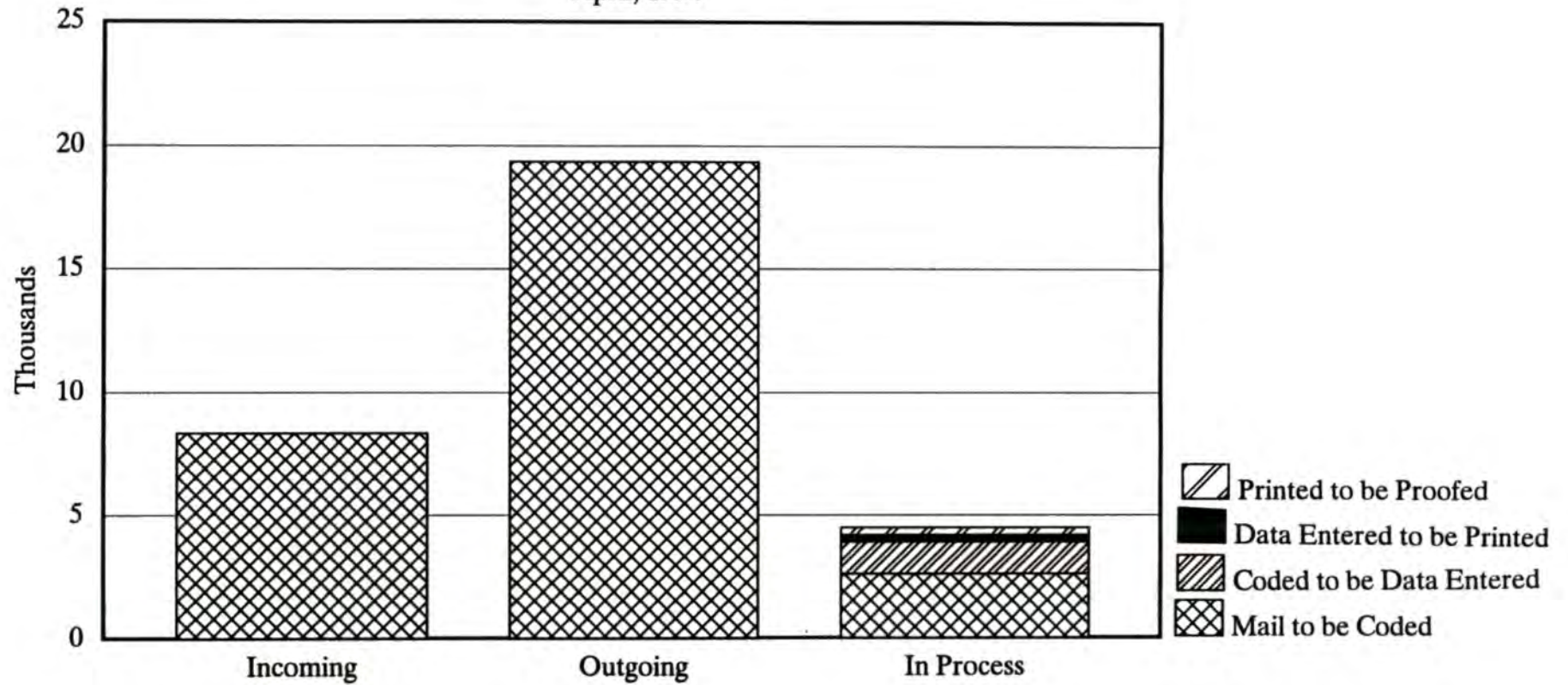
April, 1994



**Turnaround time:
same day**

Agency Liaison

April, 1994

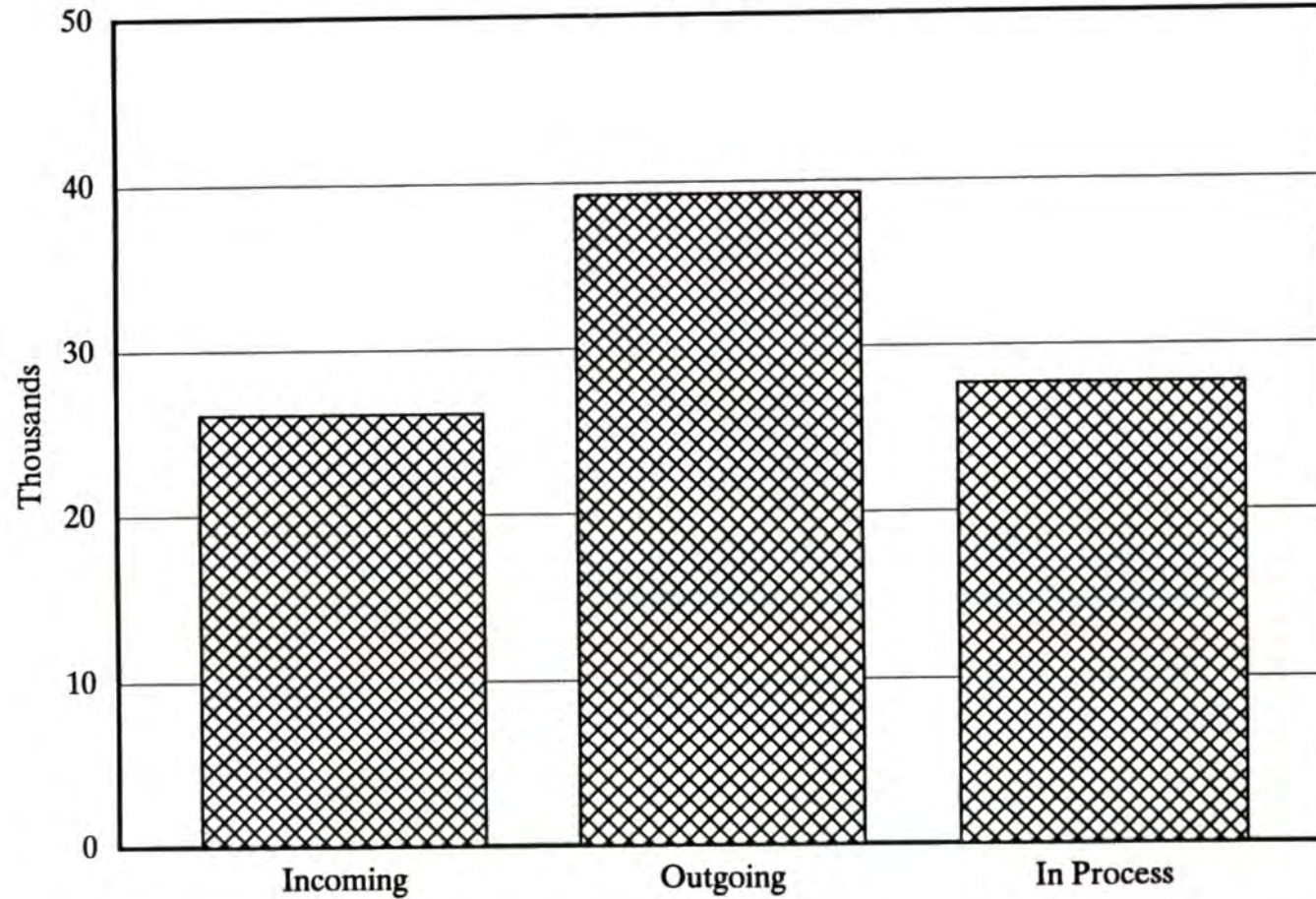


Turnaround time (\bar{x}):

- routine (not urgent): 4 weeks
- hardship: 1-3 days

Greetings

April, 1994

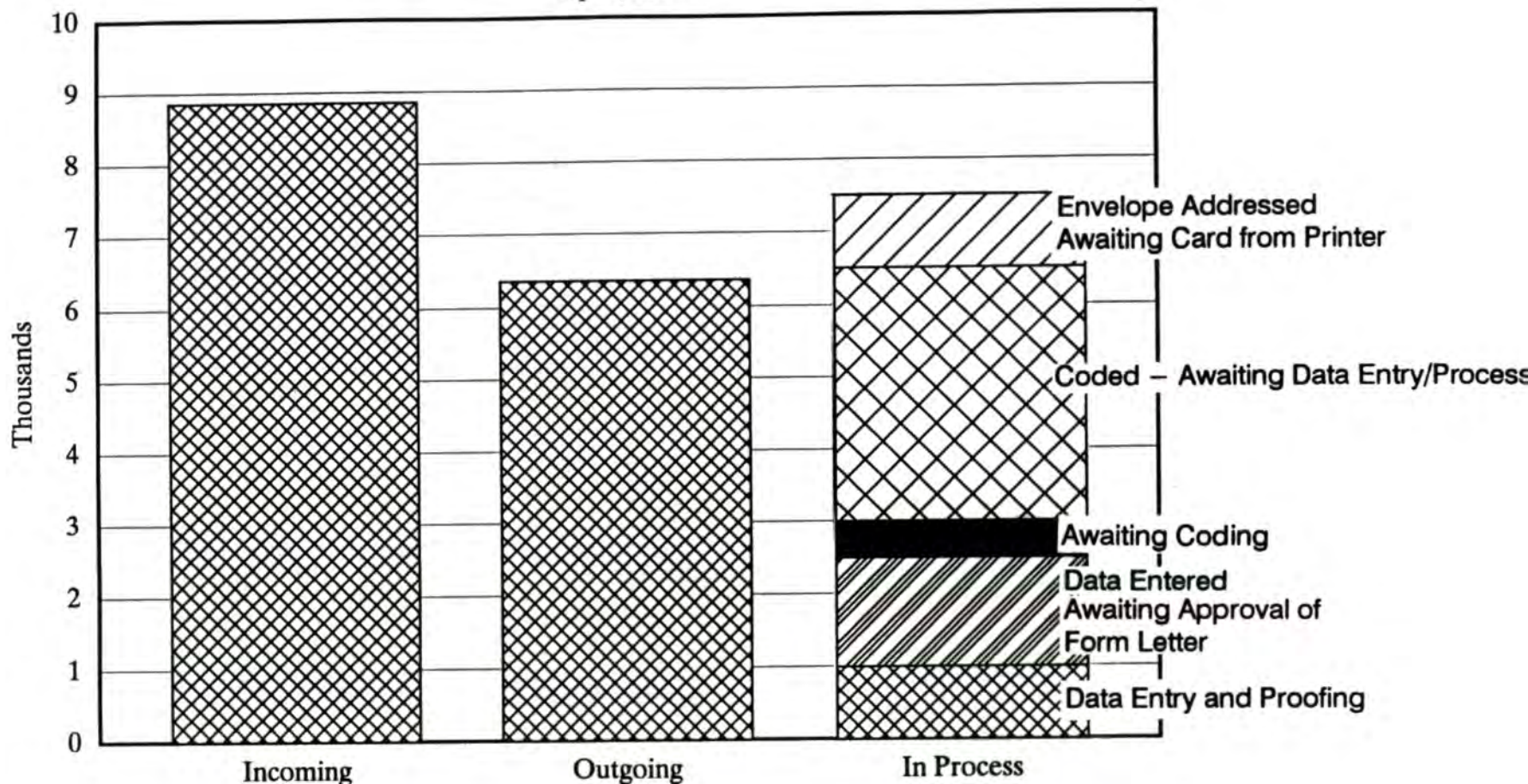


Turnaround time (x):

Governed by time of event (messages go out 1 week prior to event)

HRC Correspondence

April, 1994



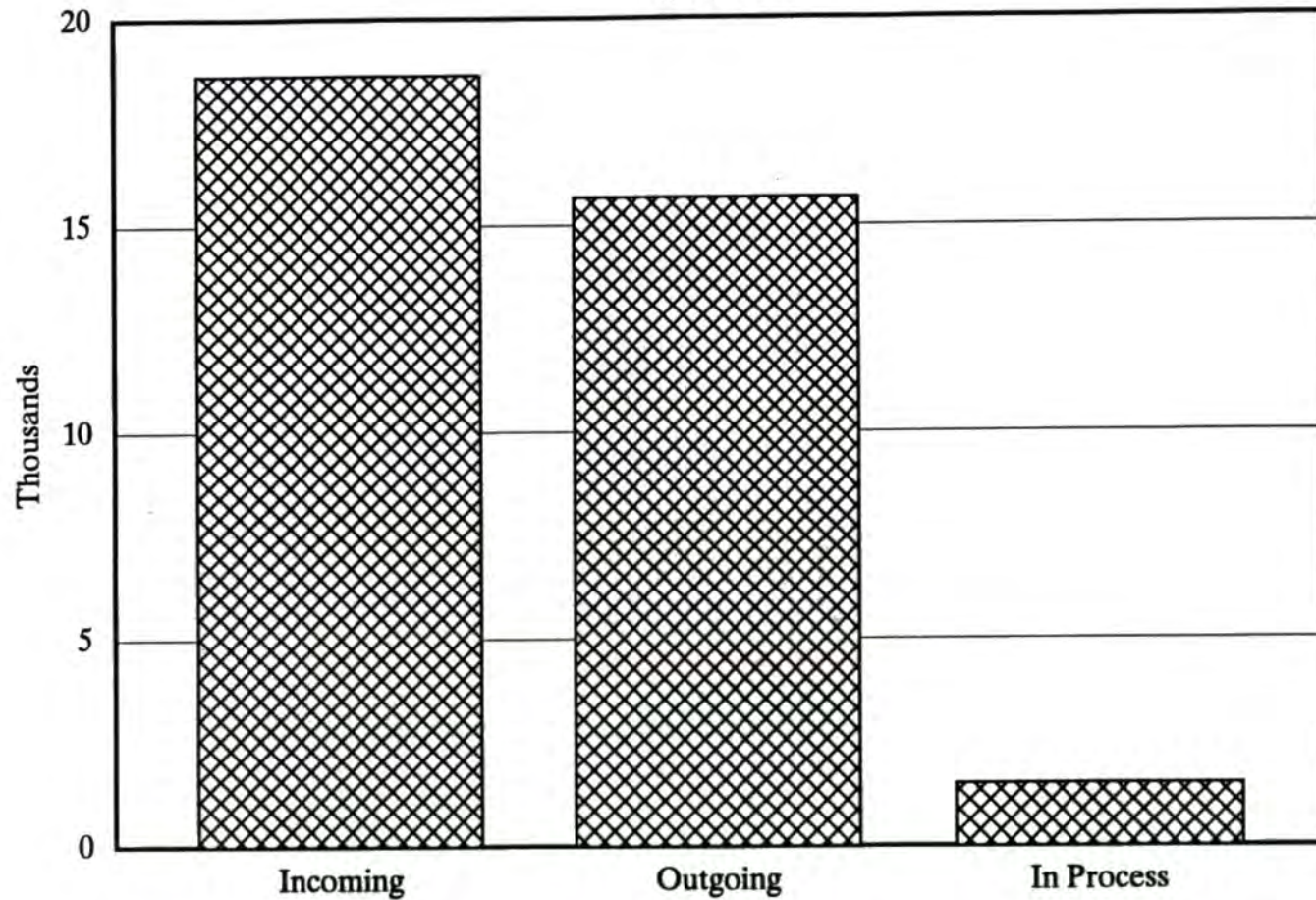
Turnaround time:

- Scheduling 3-5 working days
- Form Letter* 10 working days
- Card Response 24-48 hours
- Individual Response 4 weeks
- Children:
 - Cards 10 working days
 - Form letter 3 weeks
 - Ind. Response 4 weeks

*Assumes form letter is approved.

E-Mail

April, 1994



Turnaround time (x):
2-4 weeks

Mail received at whitehouse.gov

Day 1

Mail forwarded by floppy

Day 7

Read and tally

Day 8-15

Code and Data Enter

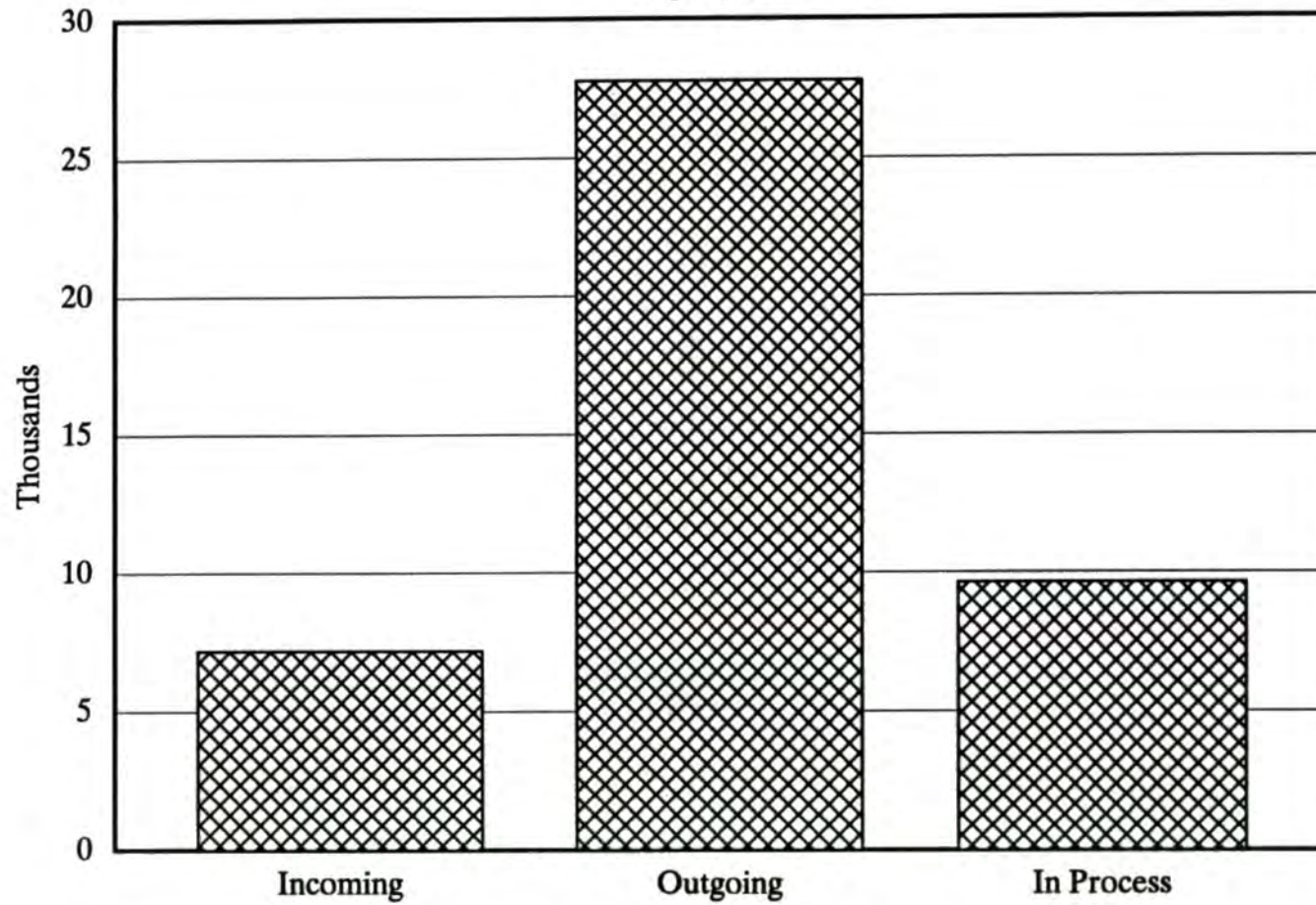
Day 10-30

Response sent

Day 11-31

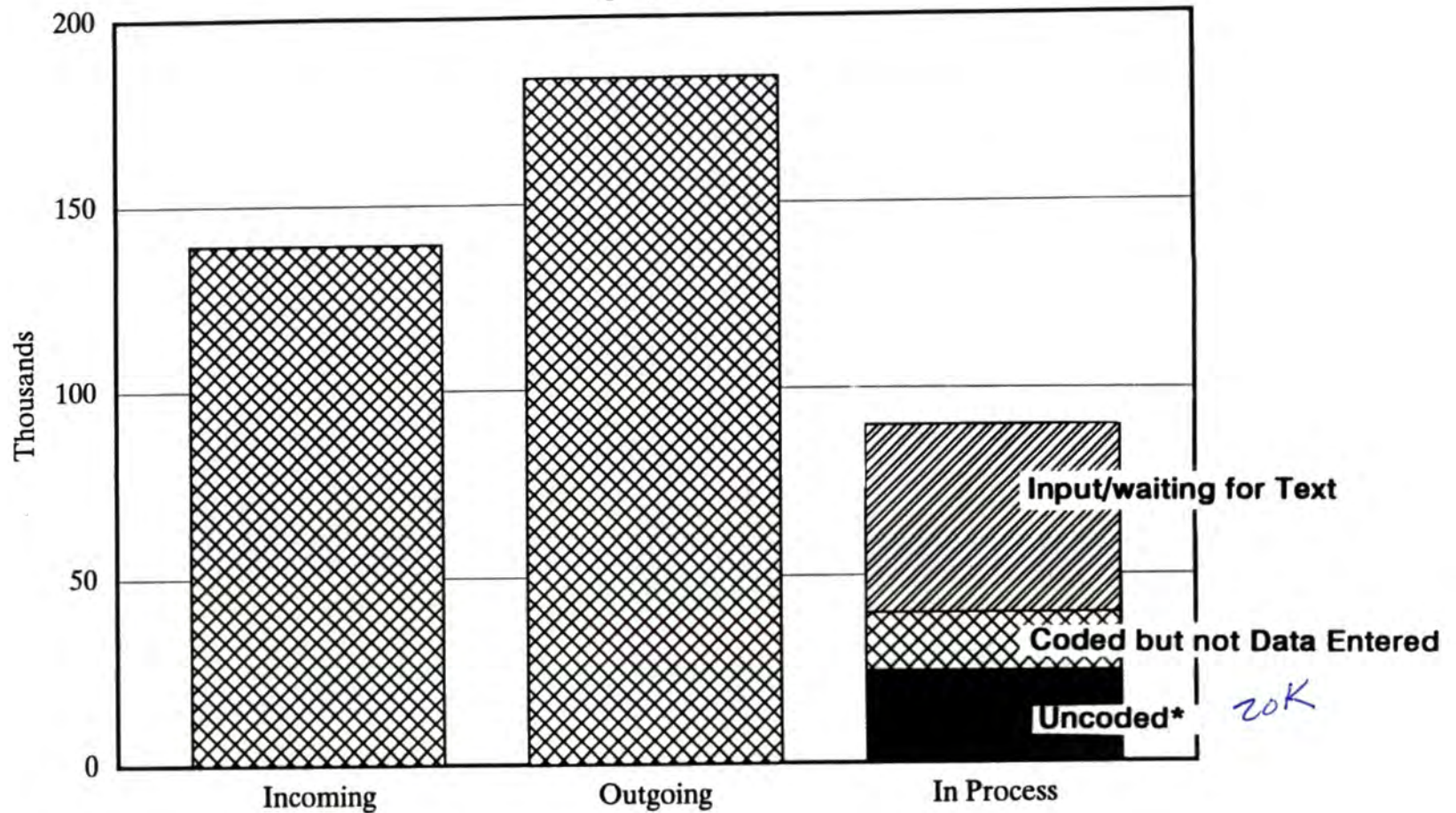
Health Care

April, 1994



Mail Analysis

April, 1994



Turnaround time (\bar{x}) :

1-3 months:

- form letter clearance
- photo shortages
- misrouted mail
- heavy volume

*Adjusted for 17,000 overestimate reported in April