

FOIA Marker

This is not a textual record. This FOIA Marker indicates that material has been removed during FOIA processing by George W. Bush Presidential Library staff.

Records Management, White House Office of

Subject Files - FG006-03A (Chief of Staff, Office Files)

Stack:	Row:	Sect.:	Shelf:	Pos.:	FRC ID:	Location or Hollinger ID:	NARA Number:	OA Number:
W	11	1	6	1	11094	23957	11086	11086

Folder Title:

522705

Memo to the Record

To: LP-GWB Archivists, Researchers

From: Paul H. Santa Cruz

Date: August 27, 2018

Collection: Records Management, White House Office of

Series: FG006-03A (Chief of Staff, Office Files)

Container number (FRC or Hollinger): FRC 11094

RE: CD

Publication Citation: N/A

Notes:

The CD entitled "XXI", found inside the U.S. Department of Labor booklet, dates circa June 2001 – November 2001. It details a conference held in Washington, D.C. related to the Department of Labor's "21st Century Workforce" initiative. It contains information on workplace programs, several event speeches (including by President George W. Bush), Department and job agency contact information, a Department policy paper on workers with disabilities, and publications on saving for retirement.

Additionally, there is information from the Occupational Safety and Health Administration (OSHA) related to the anthrax scare of late 2001. There are also a couple of press releases.

Much of this material appears to be taken from the Department of Labor's website from 2001. Staff and researchers should note that when using the CD, many of the links do not work.

Note to Researchers: To obtain access to the files on this CD, contact the George W. Bush Library.

Withdrawn/Redacted Material

The George W. Bush Library

DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
001	Email	[Christian Science Monitor clip] - To: Andrew H. Card - From: Mark Holman	1	05/21/2002	P5;
002	Email	[Message of support] - To: Andrew H. Card - From: Mark Holman	1	05/16/2002	P5;
003	Email	SC Baseball - To: Melissa S. Bennett - From: Bryan Stirl	1	05/20/2002	PRM;
004	Fax Cover Sheet	Fax Message from Bob Smith - To: Karl Rove - From: Dino Carluccio	1	05/21/2003	PRM;
005	CD	XXI [inside U.S. Department of Labor booklet]	1	N.D.	Transferred
006	List	Survey Distribution List	13	N.D.	P5;

COLLECTION TITLE:

Records Management, White House Office of

SERIES:

Subject Files - FG006-03A (Chief of Staff, Office Files)

FOLDER TITLE:

522705

FRC ID:

11094

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

Deed of Gift Restrictions

- A. Closed by Executive Order 13526 governing access to national security information.
- B. Closed by statute or by the agency which originated the document.
- C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Records Not Subject to FOIA

Court Sealed - The document is withheld under a court seal and is not subject to the Freedom of Information Act.

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DOCUMENT NO.	FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
007	Email	FAA - From: Lisa E. Gordon-Hagerty	1	05/17/2002	P5;
008	Letter	Dear Andy - To: Andrew H. Card, Jr. - From: Fran Rogers	2	05/09/2002	P6/b6; b7c; b7e; b7f;
009	Email	Enrolled Bill Memo - To: Harriet Miers - From: Joshua B. Bolten	2	05/21/2002	P5;
010	Letter	Dear Mr. Card - To: Andrew Card - From: Mark Klein	1	05/16/2002	P6/b6;

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**This marker identifies the original location of the withdrawn item listed above.
For a complete list of items withdrawn from this folder, see the
Withdrawal/Redaction Sheet at the front of the folder.**

COLLECTION:

Records Management, White House Office of

SERIES:

Subject Files - FG006-03A (Chief of Staff, Office Files)

FOLDER TITLE:

522705

FRC ID:

11094

FOIA IDs and Segments:

2018-0011-P

OA Num.:

11086

NARA Num.:

11086

RESTRICTION CODES

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Records Management, White House Office of

SERIES:

Subject Files - FG006-03A (Chief of Staff, Office Files)

FOLDER TITLE:

522705

FRC ID:

11094

FOIA IDs and Segments:

2018-0011-P

OA Num.:

11086

NARA Num.:

11086

RESTRICTION CODES

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from the May 21, 2002 edition - <http://www.csmonitor.com/2002/0521/p01s04-uspo.html>

With US on alert, Ridge lacks clout

The buzz about new terrorist attacks raises calls for a full-fledged agency.

By Abraham McLaughlin | Staff writer of The Christian Science Monitor

WASHINGTON – These are the times the Office of Homeland Security was created for – a rising level of warning over terrorist activity as intelligence officials report portentous chatter among terror organizations similar to that before 9/11.

But confidence in the office – and Tom Ridge, its chief – is weak. A rising Washington chorus sees his office as a public relations tool with little clout in key turf battles.

So there's new momentum, inside and outside the White House, to give the office – created hastily in the shock of the 9/11 attacks – a more muscular profile by transforming it into a separate cabinet agency far bigger than Ridge's small advisory office.

The basic problem is that "Ridge hasn't been able to establish himself as the go-to guy on homeland security," says Paul Light, a Brookings Institution government expert. And while adding departments willy-nilly isn't good, "every once in a while a new organization really is the answer."

Given the gravity of the problem, this may be the time for a new agency. Though critics warn that a lumbering new bureaucracy could actually weaken security.

The new fuel on this fire is controversy over pre-9/11 hints of Al Qaeda plans that weren't acted on by the White House – creating a demand for effective coordination.

There's a basic perception that Ridge hasn't succeeded in his job. His creation of a color-coded alert system, for instance, has been mocked – though it was criticism of vague government warnings that sparked creation of the alert levels. The limits of the system were seen, for instance, in the absence of an alert despite this weekend's revelations by Vice President Dick Cheney of a spike in chatter among Al Qaeda operatives. Several months before Sept. 11, intelligence agencies picked up similar activity.

Also, Ridge's basic mission is to tame the many-headed beast of government homeland-security efforts. Lack of coordination can be devastating – as demonstrated by the FBI's pre-9/11 failure to fuse concerns in Phoenix and Minnesota about Middle Eastern men training in flight schools.

Weak stature

Given Ridge's weak stature, Mr. Light wonders if he would have even heard about the FBI suspicions had he been in the job before 9/11.

"Would he have been able to pull some great lever to make the government wake up?"

Light thinks not. "My sense is that he is ... as powerless today as he would have been then to force the bureaucracy [to act]."

The momentum for change also comes from some fundamental forces. First, there's the tension between branches of government. Congress wants oversight of homeland security, which it would get with a full-blown agency – and does not have over Ridge, whose office is contained within the White House.

The White House's recent refusal to allow Ridge to formally testify before Congress has only boosted desire for oversight.

Several bills are pending that would create an independent department. Sponsors include Sen. Joe Lieberman (D) of Connecticut, Rep. Jane Harman (D) of California, and Rep. Ernest Istook (R) of Oklahoma. Members of Congress argue their prodding will spur key players toward swift and sustained action. Skeptics argue that Congress – with its cacophony of opinions – will only gum up the works.

If Congress gets involved, there's the danger that "you lose flexibility" and the ability to "move quickly," says John Samples of the libertarian Cato Institute here.

Another fundamental force is a basic difference of philosophy. Republicans tend to distrust the federal government as the solution to society's ills. Democrats – à la Franklin Roosevelt – tend to see Washington and bureaucracy as the answer.

Copernican perspective

Ridge has lately been comparing himself to Copernicus – the 16th century sage who first declared that Earth isn't the center of the universe.

He argues, likewise, that Washington isn't the center of the homeland-security universe. It's the people on the front line, such as a local cop or an FBI agent – not a Washington bureaucrat – who may sniff something suspicious and stymie a terrorist attack, he contends.

People outside Washington tend to agree. Ridge's office is "doing great," says Florida domestic security chief Steve Lauer. All Mr. Lauer says he needs is "information and funding" – and Ridge has been helpful on both counts.

Yet with ongoing concerns about attacks, there's growing desire in Washington to try everything possible.

White House Budget chief Mitch Daniels recently told senators the homeland-security structure "may evolve over time" and hinted it might include a cabinet department.

White House Chief of Staff Andy Card has reportedly told a group of staffers to fix the Ridge problem.

Yet even boosters of a new agency admit that designing it will be hugely complicated – the same kinds of concerns and doubts raised when Ridge's post was created and the status quo pecking order of powerful government agencies was in question. For instance, the Coast Guard is crucial to homeland-security. But roughly 75 percent of its duties have nothing to do with the topic. This is true for many other agencies.

"That's the thing about homeland security – it transcends all elements of American society, including federal, state, and local governments, so throwing it all under one umbrella could hugely complicate things," says Jack Spencer of the conservative Heritage Foundation here. On the other hand, he says, "If it has its own bureaucracy, maybe it will

be able to pull everything together."

All in all, observers point out, it took decades to create the post-World War II national security structure that integrates the Defense Department, the State Department, and the White House National Security Council. So perfecting the homeland-security architecture will take time, too.

[Full HTML version of this story which may include photos, graphics, and related links](#)

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522705
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May 2002

Dear Friend:

"President Reagan always wanted to give people the opportunity to see Air Force One up close. He would be pleased to know it's there for people to see, to see what it's like, to have a feeling of history."

- Former First Lady Nancy Reagan

Upon leaving office, President Reagan stated that one day he hoped he would be able to share SAM 27000 with the American people by placing it at his Presidential Library. That dream has finally become true. As I am sure you know, the Library received President Reagan's Air Force One (SAM 27000) in a final flight ceremony on September 8, 2001 in San Bernardino, California. We are privileged to have this national treasure and honored by the trust the U.S. Air Force has placed in us to share it with the American people.

The design for the new Air Force One Pavilion is complete, and we are on target for a grand opening mid-2004. I have enclosed some exterior and interior views of the new Pavilion, as well as a recent editorial that appeared in our local paper about this exciting project. As I'm sure you'll see, we intend to create a memorable and lasting experience that enables every American to walk through this magnificent aircraft and feel its awesome power.

I will keep you posted of our progress and I look forward to hearing your comments and to working with you on this historic effort. Thank you for all your continued support.

Best Regards,


Mark Burson
Executive Director

P.S. I wanted to share with you this op-ed piece that recently ran in our local newspaper.

The Star

Editorials

Plans lift hilltop library up a level

EXPANSION: *Learning center and Air Force One display will enhance museum's collection.*

Since first opening its doors in November 1991, the Ronald Reagan Presidential Library and Museum in Simi Valley has become one of Ventura County's prime attractions, as well as a source of immense community pride.

This jewel of presidential libraries — one of only 10 in the nation — has hosted more than 2 million visitors, last year drawing 200,000. Now officials are proposing to bring even more luster to the hilltop library.

Plans have been unveiled for a \$20 million expansion that will include the construction of a learning center and a unique building to house Air Force One, the Boeing 707 that was used by Mr. Reagan during his years in the White House.

Congress has appropriated \$8 million in federal funds for the project and the remaining money will come from private donations.

Clearly, the expansion plans, which retain the library's Spanish Mission campus feel, will be a huge plus, not only for Simi Valley, but for all of Ventura County.

The two-story Presidential Learning Center will house the library's temporary exhibits, a new lunch room, a multipurpose room and a museum holding and staging area. The 25,000-square-foot learning center addition will have space for 350 to 500 people to gather and provide schoolchildren their own entrance.

But the real star of the expansion is Air Force One and the building it will call home.

The aircraft, on permanent loan from Wright-Patterson Air Force Base in Dayton, Ohio, will be the centerpiece of an exhibit that explores how presidents tour the United States and the world.

Specific focus will be on Mr. Reagan's historic summits with Mikhail Gorbachev and their lasting impact. In all, Mr. Reagan flew 150 missions aboard the plane, which served as his flying

More online

To see an animated artist rendering of the Reagan Library expansion, go to the Star's Web site at www.insidevc.com and click on today's news article about the library.

White House from 1981 to 1989 — his years in office.

Working plans call for visitors to the library to approach the hangar-sized building along a colonnade. They will enter the building at cockpit level and walk around a three-quarter circle that surrounds the wings, tail and part of the fuselage of the 153-foot-long aircraft that faces a glass wall. Visitors will then enter and walk through the plane. Library officials also want to place a Marine One helicopter and a presidential limousine near the aircraft.

Thousands of visitors — from all over California, the other 49 states and countless foreign countries — have toured the library that is home to 55 million pages of documents, 1.6 million photographs and 100,000 artifacts.

Now, with this expansion, the library, which has also played host to five former presidents, six first ladies and world dignitaries, will become even more of an asset to Simi Valley and the county.

The 112,000-square-foot addition will bring the library to a total of 265,000 square feet by spring 2004, making more room for exhibits and learning.

The permanent exhibit that chronicles Mr. Reagan's life and presidency, and the rotating exhibits — such as the recent display of historical documents — are well worth seeing, regardless of political affiliation or opinion of the former president.

The addition of Air Force One and expanded learning facilities take this world-class museum and library to a new level.

Anyone who hasn't yet toured the facility is missing an experience that is both educational and entertaining. Soon there will be even more reason to visit.

OPINION



Editor: Marianne Ratcliff 655-5836

APRIL 28, 2002

Reagan Library prepares to welcome Air Force One

By Mark Burson

For many Americans, the date "9-11" will be recalled much like the day "JFK was assassinated." For those of us old enough to remember both, we will always know where we were and what we were doing when we first heard the terrible news.

More difficult to recall will be where we were and what we were doing in the days prior. As for me, I will never forget Sept. 8, 2001. That was the day that Air Force One — in this case, a Boeing 707 known by Tail Number 27000 — flew its final flight, landing in California, where it will be permanently housed at the Ronald Reagan Presidential Library.

Months since, I still find myself coupling these two dates — Sept. 8 and 11 — and reflecting upon what Air Force One means to America's past, and what it will mean to Ventura County's future.

As a historical landmark, this Air Force One has few peers: Tail Number 27000 flew Richard Nixon home after his resignation from office, Gerald Ford after his ascent to the presidency, Jimmy Carter to Germany to meet our 52 freed American hostages upon their release from Iran, and Ronald Reagan

to Berlin where he implored, "Mr. Gorbachev, tear down this wall!"

Little noted, however, is the role this plane played in America's global brinkmanship that began after World War II, making Tail Number 27000 among the most essential soldiers of the Cold War.

This is because it was the vehicle that Ronald Reagan used to attend three diplomatic summits — in Geneva, Reykjavik and Moscow — that greatly accelerated the collapse of the Soviet Union and restarted freedom's march across Europe.

It may not have been at the bargaining table, but the majesty of Air Force One — and the American spirit it represents — was surely present. It served as nothing short of a presidential partner, the symbolic mode by which President Reagan brought to bear American resolve in the face of an "Evil Empire."

Now, the jet upon which seven different presidents rode — but none more than the 40th president — will be placed on public display at the Reagan Library, an honor not only for us, but a historic achievement for Ventura County.

The process that helped secure Air Force One was complicated and could

not have been completed without the diligence of Ventura County officials, particularly the Board of Supervisors.

From the beginning, local officials understood that every resident would have an ownership stake in this new attraction, and with it the prestige and prominence that Ventura County deserves as a world-class destination, with facilities and resources not widely found anywhere else.

In that light, the men and women I work with on a daily basis at the Reagan Library also understand our many responsibilities, not only to the presidency of the United States, and to the unfinished work of Ronald Reagan, but to the people and community of Ventura County.

That is why we are fashioning a vision to make Air Force One a lasting experience for this community:

Upon the opening of the Air Force One Pavilion at the Reagan Library, the first public opportunity to view Air Force One will be reserved for residents of Ventura County

And, because this exhibit can be above all else an educational resource, the library's Presidential Learning Center will include a "Pilots In Training" program (a "P.I.T." crew, as we call them), for students who complete a

curriculum that teaches the lessons of presidential leadership

As I flew on Air Force One's final mission last year, the feeling of being a witness to history was everywhere during the flight from Andrews Air Force Base to California. On board were the secretary of the Air Force, military liaisons, diplomatic leaders and many members of the crew that had served President Reagan on his historic journeys, all appropriately so.

As this was my maiden voyage — and also final flight — I concluded that my purpose for making the trip was to represent our shared local community where I live, work and raise my family.

So, during that morning's ceremonies, as the greatness and grandeur of Air Force One were recalled, I looked to the days, months and years ahead, as we all must now as much as ever. For the future is where Air Force One, a resource of presidents and treasure of our country, will — after 445 missions and more than 1 million miles — embark on a new era of public service and proudly call Ventura County home.

— Mark Burson is the executive director of the Ronald Reagan Presidential Library and Foundation. His e-mail address is mburson@reaganfoundation.org.

THE AIR FORCE ONE PAVILION AT THE RONALD REAGAN PRESIDENTIAL LIBRARY

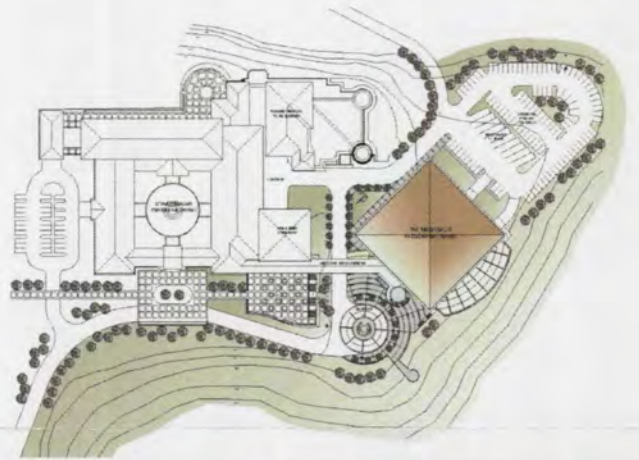


Enter the Air Force One Pavilion at cockpit level. Through state-of-the-art displays and interactive learning stations, you will be brought back in time to witness the battle of the super powers: the Soviet Union with its massive military build-up versus the USA under the bold leadership of Ronald Reagan whose mission was to conquer the evil empire and liberate the oppressed from communism.



Maximizing the majestic views of the hilltop site, the Air Force One Pavilion will be constructed in the same California-mission style architecture as the current Library.

You will begin the journey to the Pavilion via an attached footbridge that will tell the exciting story of this historic aircraft. Here you see a birdseye view of the Library and the Air Force One Pavilion.



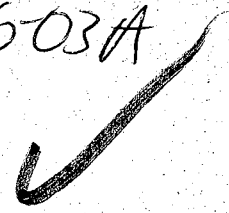
Step into the Air Force One Pavilion for an expansive view of the horizon as the northern wall will be constructed entirely of glass.



**AIR FORCE ONE
CLEARED FOR TAKE OFF MID-2004**

WWW.REAGANFOUNDATION.ORG

522705
FG006-03A



The White House Comment Line

April 2002 Report

THE CHIEF OF STAFF
HAS SEEN
5/20/02

Total # of Calls Received

37,937

Total # Calls received

Mar '02 26,371

Feb '02 36,876

Jan '02 28,435

Dec '01 17,567

IMPORTANT:

The data of this report also represents comments made by the callers. Callers are permitted to state more than one comment per call.

The remaining comments that are not represented in this report deal with the following: White House Greetings requests, public assistance referrals via White House Agency Liaison, and miscellaneous comments not related to the issues covered in this report.

White House Comment Line Reports:

Monthly Reports:

March 2001 to April 2002

Special Reports in 2002:

1/4, 1/11, 1/14, 1/15, 1/16, 1/17, 1/22, 1/29, 1/30, 2/6, 2/7, 2/12, 2/14, 2/15, 2/19, 2/22, 3/6, 3/11, 3/12, 3/13, 3/19, 3/20, 3/21, 3/22, 3/27, 3/29, 4/1, 4/2, 4/3, 4/4, 4/5, 4/8, 4/9, 4/10, 4/11, 4/12, 4/15, 4/16, 4/17, 4/18, 5/16, 5/17, 5/18

Welcome to the White House Comment Line Monthly Report.

The White House Comment Line is very grateful for our volunteer operators who are dedicated to listen to the voice of the American people. Our job is to serve the American people with dignity, honor, and compassion according to our motto... EVERY CALL COUNTS!

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Pg. 3... Operation Enduring Freedom

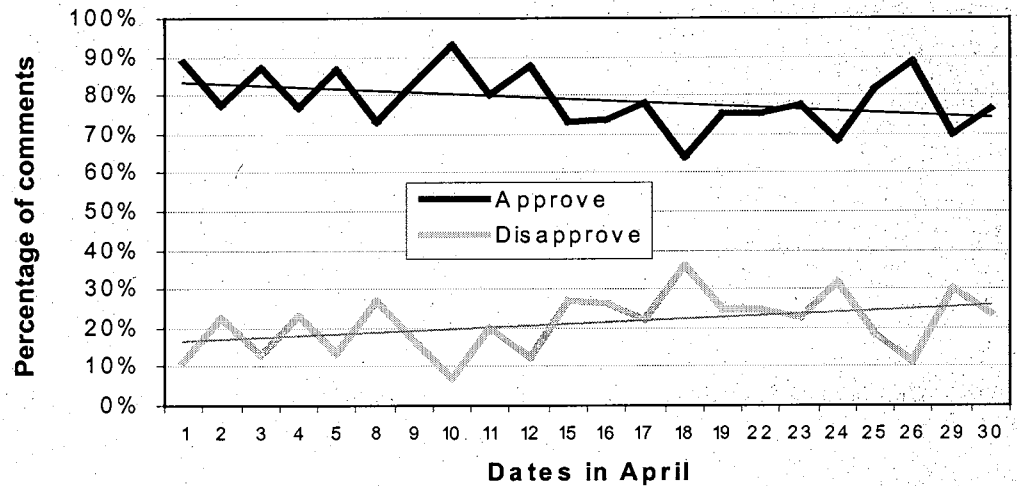
Pg.4&5... Israel/Palestine

Pg. 6...April at a glance

Pg. 7... *The Voice of the People*

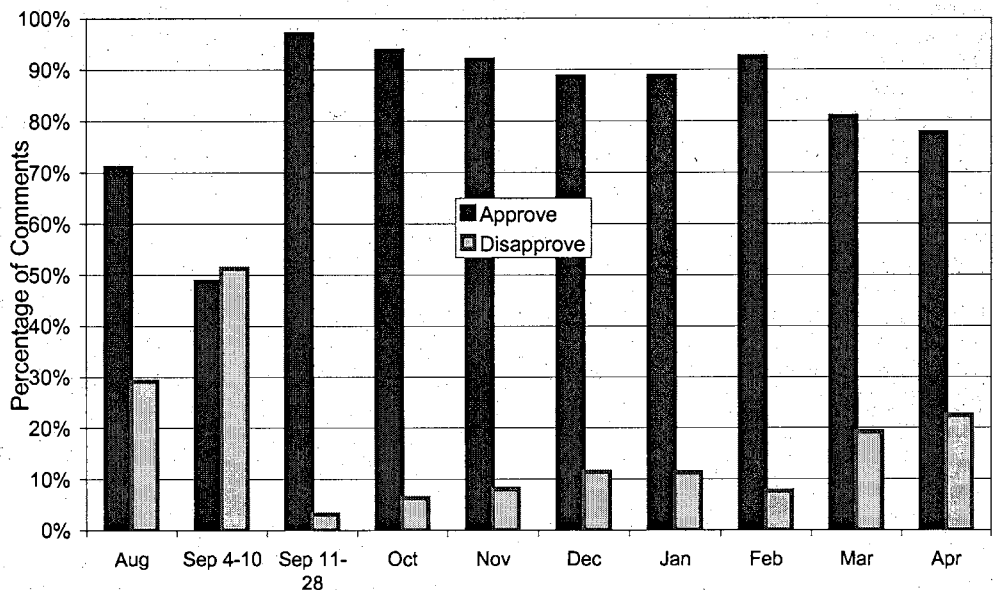
Bush Administration Overall Performance approval at 78 %

Bush Administration Overall Performance % : Daily April 2002



The above chart represents the overall approval/disapproval percentage for the Bush Administration. The percentages are compiled only from comments made regarding the overall performance of the Bush Administration. For example, a caller may have comments pertaining to specific aspects or issues. These comments are collected and compiled according to those issues, but these comments will not be compiled into the overall approval/disapproval percentage. Only comments on overall/general approval/disapproval are represented in this percentage. During the month of April, President Bush's overall approval percentage finished at 78%. The chart below represents a monthly comparison of the overall approval/disapproval percentage.

Bush Administration: Overall Performance Aug 2001-Apr 2002



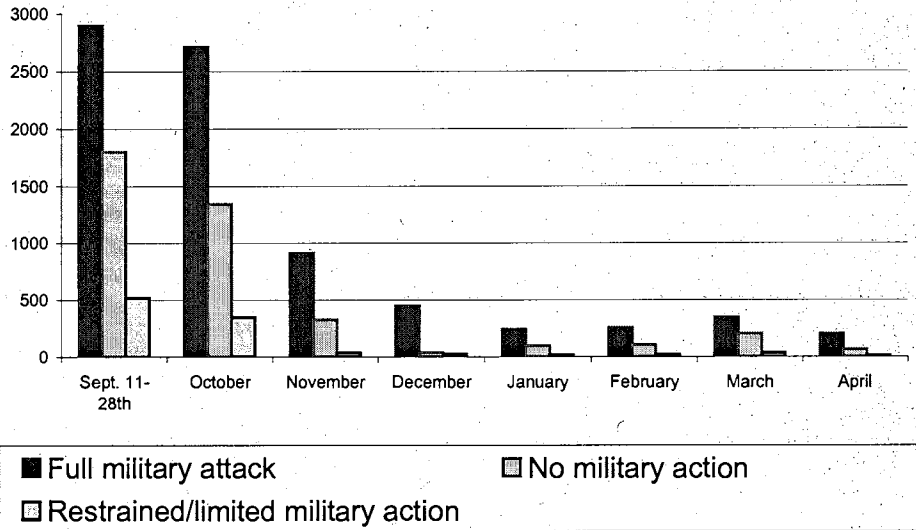
Operation Enduring Freedom

Military Action in Afghanistan: April 2002

Full military action: 197 comments
 No military action: 61 comments
 Use restraint: 8 comments

The comment activity regarding the military action in Afghanistan is decreasing significantly since September 2001. The chart to the right represents the monthly trend in the total number of comments regarding the issue.

Number of Comments on Military Action in Afghanistan
 September 11, 2001 to April 2002



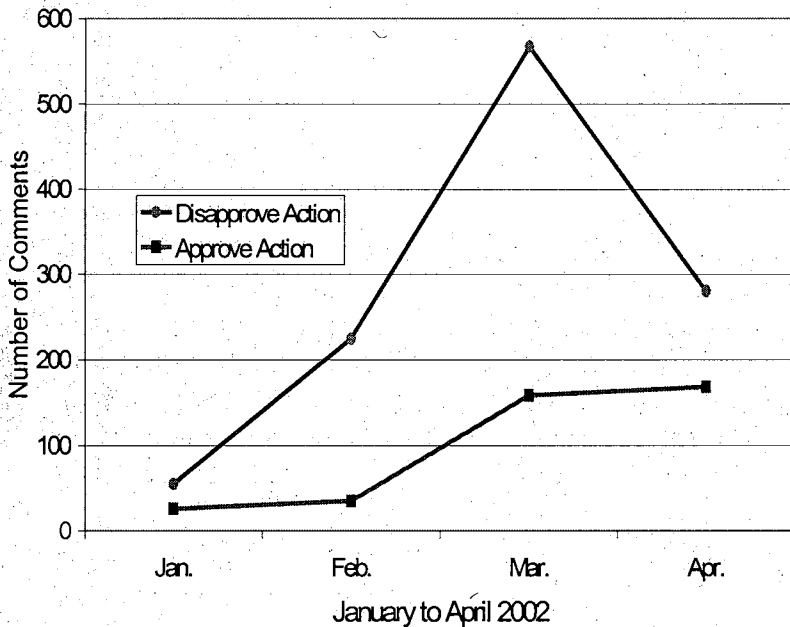
Iraq

Military action vs. Iraq during April 2002 received the 2nd highest amount of comments on this issue since the beginning of this administration. 37% approve extending the war to Iraq, this is the 2nd highest approval percentage since the administration began. The chart below represents a monthly linear trend of the total number of comments regarding the issue.

IRAQ Extend war to Iraq

	Total # Comments	% Approve	% Disapprove
July '01 to Sept. '01	75	19%	81%
Oct '01	211	54%	46%
Nov '01	173	30%	70%
Dec '01	201	23%	77%
Jan '02	100	27%	73%
Feb '02	259	14%	86%
Mar '02	476	13%	77%
Apr '02	448	37%	63%

Military action vs. Iraq



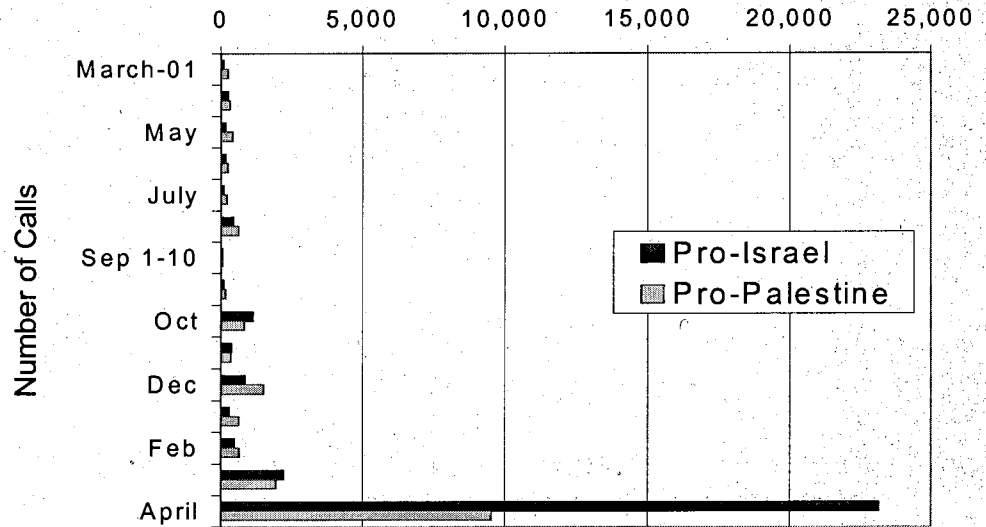
Israel & Palestine

The total number of callers regarding Israel & Palestine during April reached the highest total on this issue during the administration.

Please note:

This chart represents the total number of individuals who call regarding this issue. Each individual is permitted to make comments on more than one aspect of sentiment if they desire. The data on comments regarding the Israel & Palestine issue is represented on page 5.

**Israel and Palestine:
Total Number of Callers
March 2001 to April 2002**

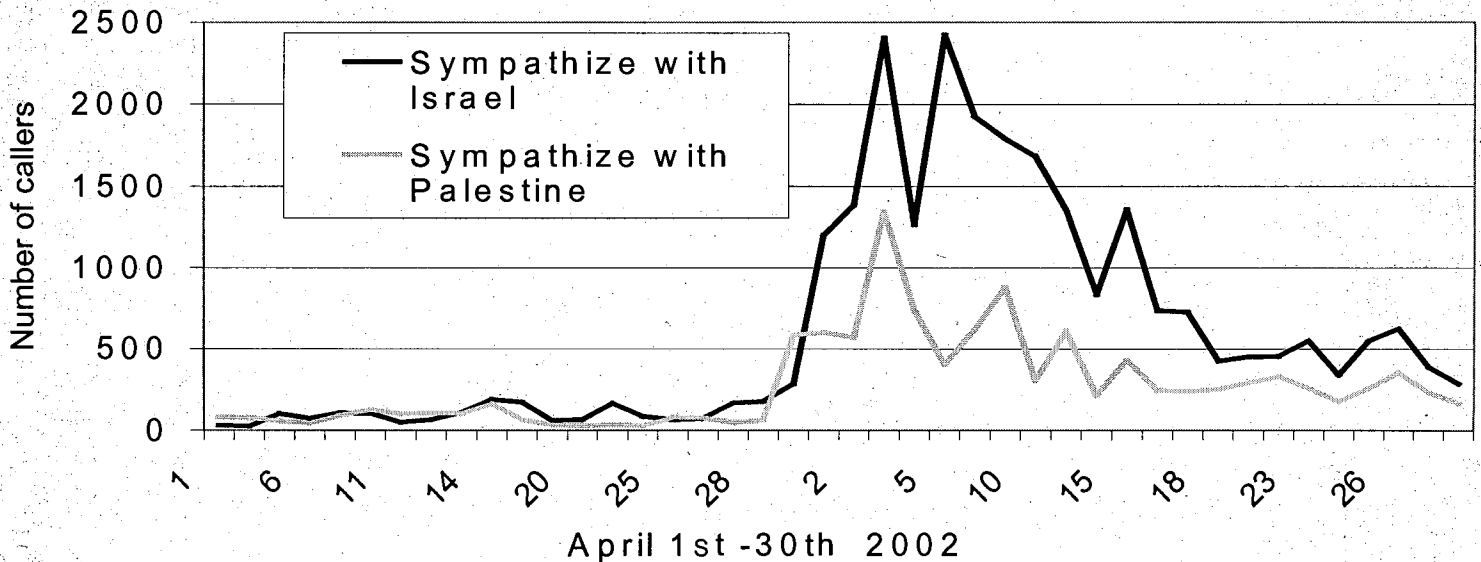


The chart to the right shows that during April, 23,146 individuals had comments of Pro-Israel sentiment. 9,529 individuals had Pro-Palestine comments.

The chart below is a linear representation of the daily activity of callers during the month of April. The activity peaked during April 1-8. As the month progressed the activity on the issue decreased significantly.

	Total # Sympathize for Israel	Total # Sympathize for Palestine	% Sympathize for Israel	% Sympathize for Palestine
July to Sept '01	679	1,031	40%	60%
Oct '01	1,127	828	58%	42%
Nov '01	366	357	51%	49%
Dec '01	843	1,507	36%	64%
Jan '02	283	634	31%	69%
Feb '02	478	642	43%	57%
Mar '02	2,208	1,948	53%	47%
April '02	23,146	9,529	71%	29%

**Israel-Palestine: Total number of CALLERS.
April 1st-30th 2002**

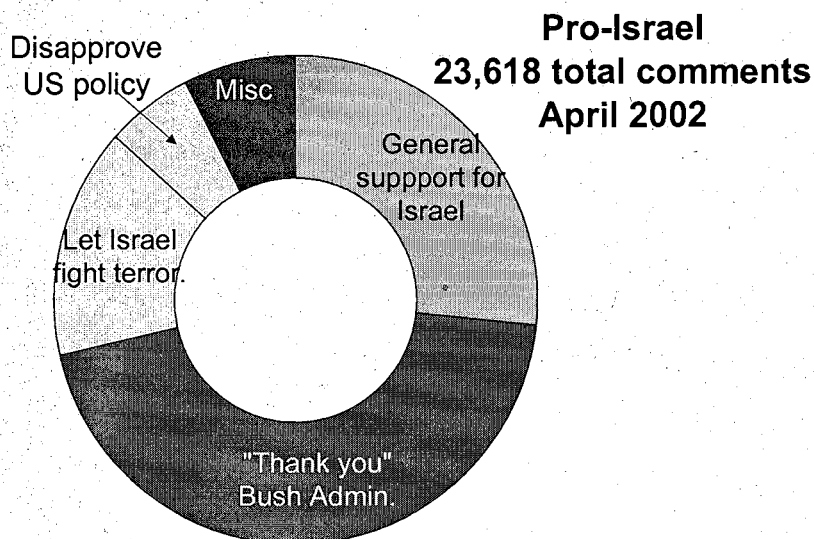


Summary of Pro-Israel Comments

Total # of individuals who support Israel: 23,146 (71%)

These individuals made a total of 23,618 Pro-Israel Comments.

Please note: Individual callers are permitted to make more than one comment on different aspects of Pro-Israel sentiment if they desire.



Pro-Israel comments

--" Thank you" Bush admin. for your support of Israel.:	10,503
--General/Overall Support for Israel:	6,522
--Let Israel finish its war on terror:	3,770
--Bush admin is not helping enough:	994
--miscellaneous:	1,829

" Thank You" Bush Administration"

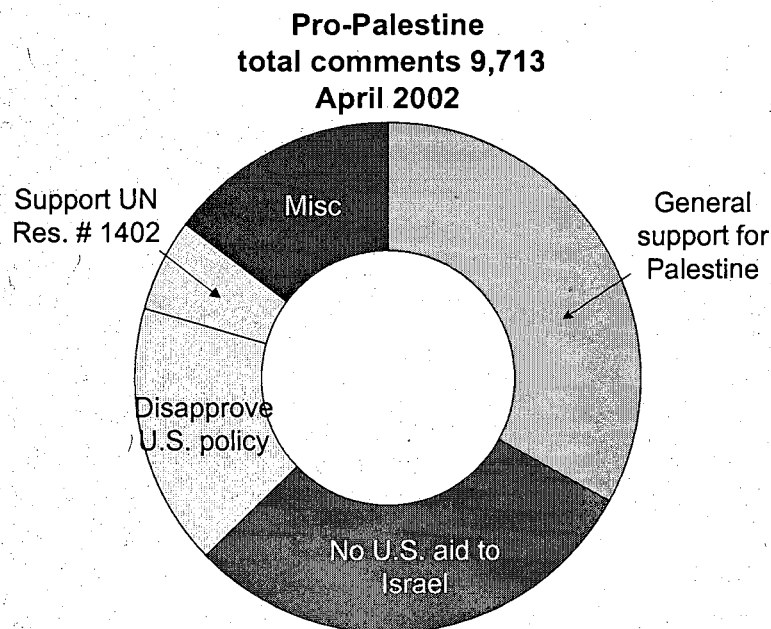
The vast majority of 10,503 callers expressing sympathy for Israel frequently and voluntarily indicate they received telephone calls and emails from **friends and family** motivating them to call the White House to "thank President Bush for standing strong for Israel." The callers in this group reside all around the United States, with a strong concentration from New York, New Jersey, and California.

Pro-Palestine Comments

Total # of Pro-Palestine individuals: 9,529 (29%)

These individuals made a total of 9,713 comments.

Please note: Individual callers are permitted to make more than one comment on different aspects of Pro-Palestine sentiment if they desire.



Pro-Palestine comments

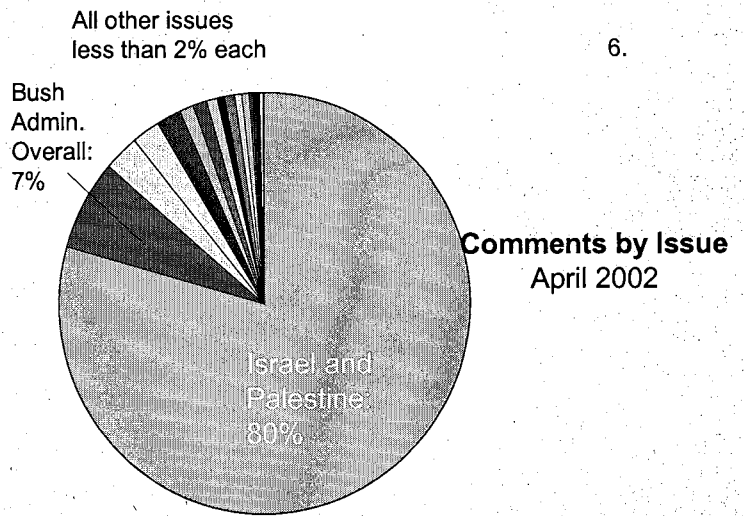
--General/Overall support for Palestine:	3,219
--No Money to Israel:	2,887
--Disapprove U.S. policy in Mid East:	1,608
--Enforce UN security res. # 1402:	567
--Miscellaneous:	1,431

General Comments: (supports neither side)

--Supports equality:	1,099
--Saudi Arabia: Disapprove	494
--Supports United Nations intervention:	422
--Miscellaneous:	110

April...at a glance

Israel & Palestine receives 80% of all comment activity during April.



Total #	% Approve	% Disapprove
---------	-----------	--------------

<u>Israel/Palestine</u>		
--sympathize with Israel	see page 4&5	
--sympathize with Palestine		
<u>Bush Admin</u>		
Overall perf.	2,610	78% 12%
<u>Op. Enduring Freedom</u>		
	see page 3	
<u>Nuclear R&D</u>	824	14% 86%
<u>Immigration</u>		
--strengthen policy	107	100% 0%
--Extend 245 I	729	1% 99%
<u>Rescind the U.S Approval of the International Criminal Court</u>		
	665	83% 17%
<u>ANWAR</u>		
<u>Drilling</u>	616	43% 57%
<u>Extend war to Iraq</u>	448	37% 63%
<u>Reducing Medicare Reimbursements To physicians</u>		
	376	0% 100%
<u>Campaign finance Reform</u>	108	8% 92%

Prescription drugs

242 total calls urging the Bush administration to provide a prescription drug benefit for seniors receiving Medicare.

Immigration: 245i.

729 total calls regarding extending 245i, 99% disapprove.

American Medical Association

376 total comments urging President Bush to halt reductions in Medicare reimbursements to physicians. Vast majority of callers voluntarily indicate they were motivated to call the White House by the American Medical Association. (www.ama-assn.org) This website provides a toll free number to contact them, instead the number provides callers with the opportunity to be connected directly to the White House.

Nuclear Research and Development

824 total comments regarding the Bush administration's statements regarding nuclear research and development, 86 % disapprove of any further research & development of nuclear weapons.

Arm Pilots

259 total calls, 99% approve allowing commercial airlines pilots to carry firearms on the aircraft.

ANWAR exploration

616 calls, 43% approve ANWAR oil exploration. This is the highest approval percentage for ANWAR exploration during this administration. October, 2001 was the second highest with 36% approval.

The Voice of the People...

" I'm so glad President Bush finally appeared on t.v. and talked to us about the Israel and Palestine situation. I feel more confident and secure whenever I see him. Tell him to be with us more. " (April 4)

" The President sounded like a father scolding both of his children when he spoke of Palestine and Israel today. " (April 4)

" People who are serious about peace should not be talking about developing more nuclear weapons." (idea expressed approximately 706 times during April)

" How dare he consider Palestine defending itself 'terrorism ? ' Blood is going to spill in the streets of America because we are blaming Palestine. "

" If pilots can be trusted to fly hundreds of people safely, we should be trusted to have guns so we can protect ourselves from a terrorist trying to break into the cockpit." (idea expressed approximately 256 times during the month of April.)

" I am a Jewish democrat who voted for Gore, but the way President Bush is standing strong for Israel and the leadership he is showing us since 9-11 has really given me great reassurance in the ability of President Bush."

" There are millions of people praying for the President's strength, wisdom, and courage."

" Bush and Sharon are the axis of evil."

"Be consistent and decisive !"

" Israel isn't telling the United States to stop fighting terrorists in Afghanistan. How can we in our right mind tell Israel to stop fighting their terrorists ? " (idea repeated approximately 3,770 times during April.)

" We haven't forgotten your poor position on illegal immigrants." (idea expressed approximately 729 times during April)

" We should no longer support Israel with my tax dollars. I'm tired of funding terrorists." (idea repeated approximately 2,724 times during April.)

" Thanks being strong enough to tell the truth about cloning ! "

" Condoleeza Rice was great on television. President Bush has selected such a great team."

"Help Amtrak !"

" Please thank Vice President Cheney for his support for Israel and the great job he is doing in the middle east."

" President Bush has the right stuff ! "

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Speaker: 'Just do good': Franklin Pierce College graduates get advice and diplomas 5-20-02

By BENJAMIN YELLE for SentinelSource

RINDGE -- From radical feminists to conservative Republicans, Franklin Pierce College's 37th commencement Sunday had something for everyone.

Guest speakers at the ceremony included White House Chief of Staff Andrew H. Card Jr., feminist poet and novelist Rita Mae Brown, veteran journalist Helen Thomas, and former college trustee, Wall Street trader and dairy farmer Powell M. Cabot.

All had advice for the 750 graduates who received degrees on the cloudless day. Although a little on the cool side, the fair weather was a welcome change from Saturday's the late spring snowfall.

For one couple, graduation will be especially memorable.

A very nervous Daniel White, who graduated from Franklin Pierce in 2000, recounted meeting his girlfriend, Kerri Ann Kanelos, during his senior year. For two years they kept up a long-distance relationship while Kanelos was finishing her studies and White was trying to break into the film industry.

Finally, from the graduation podium, White popped the big question and Conalis agreed to be his wife, to cheers from the thousands present.

One of the more well-known members of the class of 2002 is Michael Whitney, chairman of the Rindge selectmen. He gave a short speech on the importance of the school to the town and had just two words of advice for the graduates.

"Be great," Whitney said. "These two words can drive your future if you

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THE CHIEF OF STAFF HAS BEEN SEEN
5/20/02





let them. ... My only advice for each of us is to get out there and start living."

Michael Hulser, valedictorian of the graduate and professional studies division, said he was one of many examples of the diversity that is a trademark of the college.

"Three years ago I was an unemployed carpenter with a broken back," Hulser said. Being an out-of-work single father made going back to college difficult, he said, but with the help of his sister, Hulser made it through.

Hulser said his new status as a college graduate gave him a "quiet, substantive pride." It also pointed him toward a new career: He will be studying law in the fall at his first-choice law school -- Franklin Pierce Law Center in Concord.

Another nontraditional graduate was Keene High School's assistant librarian, John C. Grainger 2nd, who was awarded a bachelor of science degree in general studies.

"I decided to finish what I started a long time ago," Grainger said before the ceremony. After 25 years in manufacturing management, Grainger said he wanted a change and found it in his job at the high school. Grainger studied at Pierce's Keene campus.

"That made it much easier," he said of the Keene campus. He said his degree will allow him to become a professional librarian.

"I love it," Grainger said. "It's what I should have been doing all along."

Andrea Bergstrom, the Rindge's campus undergraduate valedictorian, focused on success in her speech.

"I feel I can safely say it's the desire of everyone here to be successful," she said.

Bergstrom said that while many think of success in terms of wealth, few would say cancer-surviving athlete Lance Armstrong and Mother Teresa weren't successful.

Bergstrom, who ended her address with a reading of Ralph Waldo Emerson's "Success," said the two most successful people she knew weren't movie stars or businessmen. Her picks were sitting in the audience -- her parents.

The guest speakers, who were awarded honorary degrees, offered their own bits of wisdom to the graduating class.

Brown gave advice from "lessons learned the hard way." Her most

Brown gave advice from lessons learned the hard way. Her most memorable tip was to wear eyeglasses to a job interview.

"They increase your intelligence by 10 points," she joked.

Card, a longtime friend of Franklin Pierce President George J. Hagerty, stressed the importance of being "citizen participants" and said the college's emphasis on community involvement put graduates on the right path to becoming active in the world.

He also pointed out that President Bush, Vice President Dick Cheney, Secretary of State Colin Powell and Card himself were all only average students in college.

"It's a good thing Condi Rice is there," he said of national security adviser Condoleezza Rice. "She makes up for the average."

Card said his examples showed greatness often comes from humble beginnings.

"The answer is very simple -- just do good," he said. "Good will always drown out evil."

Thomas, a journalist with United Press International who has covered the White House through eight presidents, urged the graduates to hold onto the rights that define this country.

"The truth must prevail in a democracy," she said. She said giving up civil rights in fear of terrorism went against American ideal and paraphrased President Franklin Roosevelt: "All you have to fear is fear itself."

She also had a warning for the graduates.

"You will face the real world as the leaders of the 21st century," she said. "Don't blow it."

The following local graduates were listed in Sunday's program.

Master's degrees

Chesterfield: Suzanne L.G. Singer.

Keene: Joshua Harkness, Jason E. Wyman, Derek Yates.

Marlborough: Alicia Crotty.

May 3, 2002

Mr. Andrew Card
Chief of Staff to the President
Executive Office of the President
The White House
1st Floor, West Wing
Washington, DC 20500

NRJ

Dear Mr. Card:

Goodwill Industries turns 100 years old this year and all our activities seem to have a special air about them. During Goodwill Industries Week, May 5-11, we reverently look back at our humble beginnings, but we boldly look to the future and how we can help even more than the 5 million lives touched during our first century.

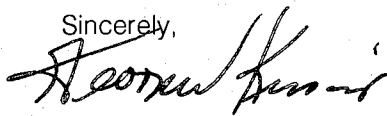
Each spring, *Working!* magazine highlights our annual awards program, which honors the extraordinary men and women who have taken charge of their careers despite disabilities, disadvantages or other barrier to success — such as Paula Barton and Ruby Morton.

Barton, paralyzed in an auto accident, now supervises 15 employees for ADT in Henrietta, NY. ADT modified the workplace to accommodate Barton's disability, and Barton, herself, educated 600 co-workers on proper behavior around her service dog. Ruby Morton, blinded in an accidental shooting at age 22, went on to raise eight children and then embark on a new career at age 65. Chosen as one of the 2002 Olympic torchbearers, Morton's light continues to shine in all her work and volunteer activities along the Gulf Coast.

In some ways, I wish we could honor every one of the 544,000 people served by our local Goodwill agencies last year. Each of their accomplishments is noteworthy and deserving of public recognition. Their successes help to remind us, as well as our many publics, how important work is to a person's sense of self, and to the strength of families and communities. You'll meet some of these people in the pages of *Working!*

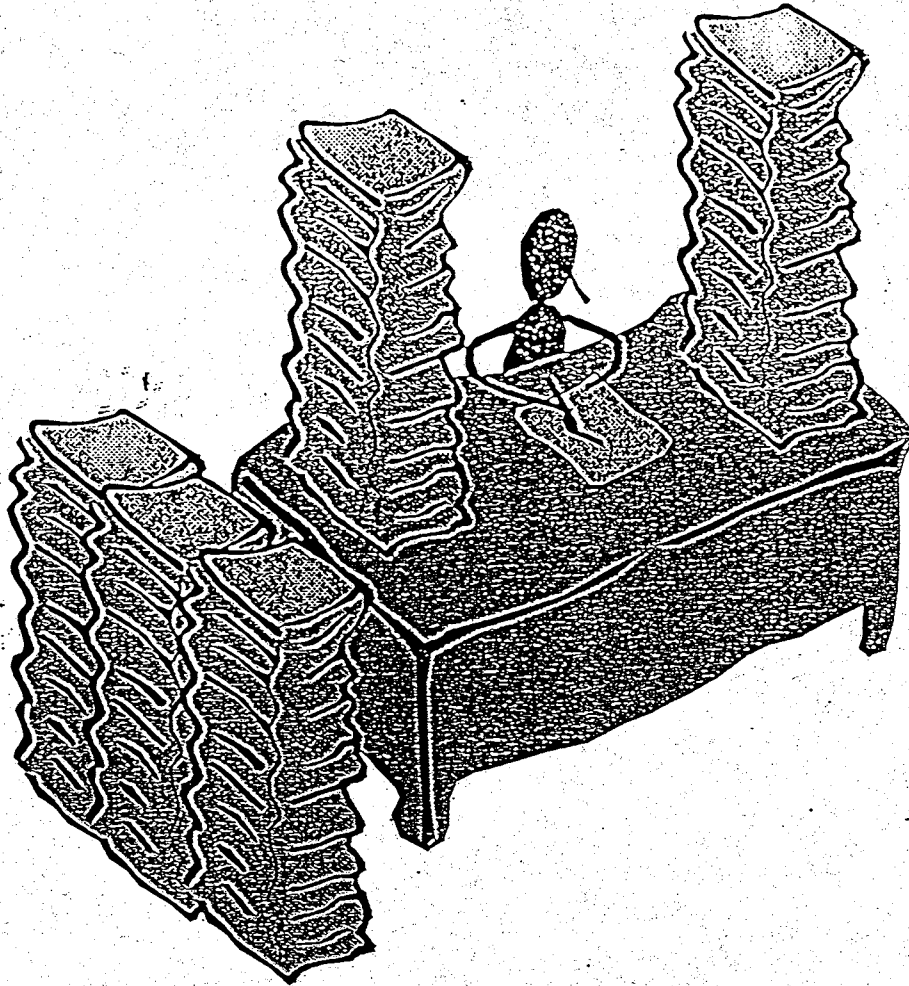
On May 7, at the National Press Club, I will announce a landmark initiative to improve the economic self-sufficiency of 20 million people by 2020 (see the enclosed brochure). I have every faith that we will meet that ambitious goal by staying focused on those we serve — one person, and one job, at a time. Please contact me if you'd like to discuss the initiative.

Sincerely,



George W. Kessinger
President and CEO
Goodwill Industries International, Inc.





ORM

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Spring 2002

Working!

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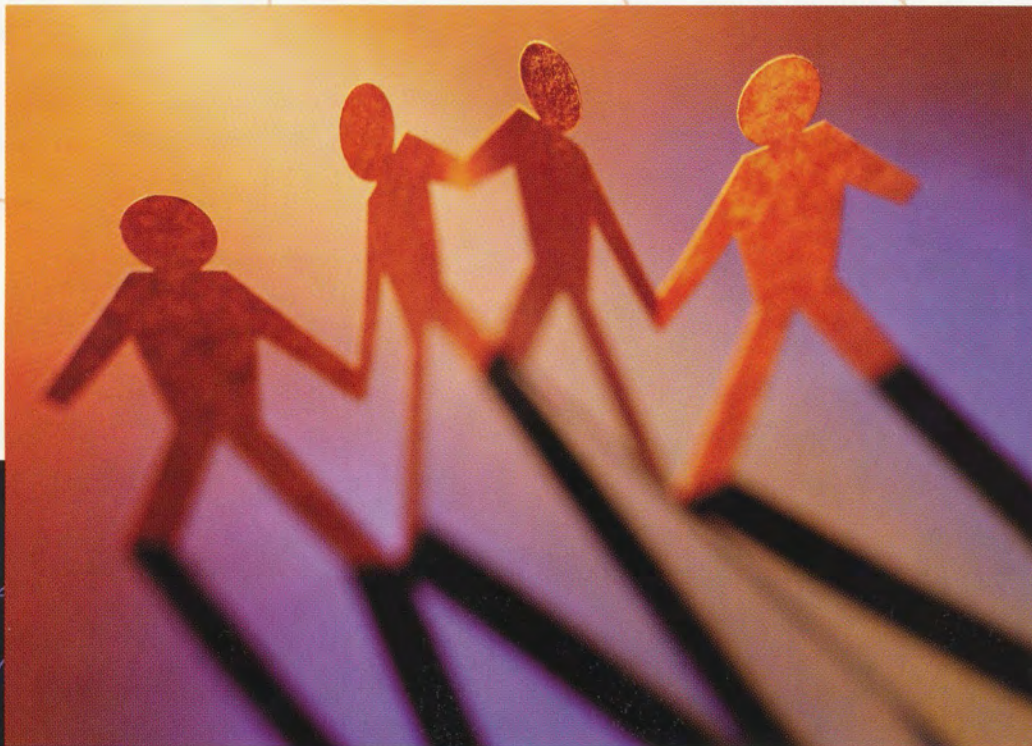
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Goodwill Industries Week — May 5 - 11, 2002

Together, we make a world of difference



Goodwill Industries International, Inc., is comprised of 175 Goodwill organizations in North America and 36 international associate members in 24 countries around the world. Through our employment and training programs and international partnerships, we're working toward a world where people with disabilities and other barriers to employment have equal opportunities for workplace success.

Contents

3 Celebrating the Power of Work

Each year, Goodwill celebrates the power of work through its membership awards program. Meet the many men and women served by Goodwill who exemplify the power of work every day through their dedication and accomplishment.

7 Workforce Solutions

Lancaster County, PA, is one of the most productive agricultural regions in the world, but also a source of personal growth for adults with developmental and physical disabilities through an innovative vocational program called Goodwill at Homefields.

9 Programs at a Glance

Job training and career services programs may not ensure workplace success when a person lacks the basics, such as a car, or childcare. Many Goodwill agencies participate in transportation programs that provide donated vehicles to people on public assistance for little to no cost.



11 Communities at Work

The San Francisco Goodwill has harnessed community resources to form a program that takes a holistic approach to career building that includes evening and weekend classes, job coaching, free hot meals, transportation assistance and childcare, all in one convenient location.

12 In the News

Goodwill's founder is honored in a new national monument in Washington, DC, while memorabilia from Goodwill's 100-year legacy is donated to the Smithsonian Institution and Library of Congress.

President and CEO **George W. Kessinger**

Managing Editor/Writer **Mandy Mikulencak**

Senior Writer **Jamie Dziak**

Production Coordinator **Kris Burk**

Graphic Designer **Molly Plottner**

Printing **United Litho, Inc.
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The Goodwill Mission

Goodwill Industries will actively strive to achieve the full participation in society of people with disabilities and other individuals with special needs by expanding their opportunities and occupational capabilities through a network of autonomous, nonprofit, community-based organizations providing services throughout the world in response to local needs.

On the cover:

Kathleen Zolo, medical transcriptionist
(story on page 10)

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Celebrate the Power of Work

Each year, Goodwill Industries International celebrates the power of work through its membership awards program. At one time, the Graduate of the Year and Achiever of the Year faced significant barriers to workplace success. With the help of Goodwill's employment and training programs, and because of their own enthusiasm and hard work, these motivated individuals found rewarding careers both inside and outside of Goodwill.

2002 Graduate of the Year

Paula Barton, Rochester, NY

To look at Paula Barton's life is to see a picture of success. She supervises 15 employees at a major national security services firm and has been promoted twice in 10 months on the job. She has done coursework toward earning a bachelor's degree from Edinboro University in Pennsylvania and rents a comfortable one-bedroom apartment in downtown Rochester, NY. What's not apparent in this picture is that Barton is lucky just to be alive.



Five years ago, Barton was a passenger in a car that was hit by a drunk driver. She suffered a spinal cord injury that left all four limbs permanently paralyzed. As she left the hospital, Barton knew that she would spend the rest of her life in a motorized wheelchair.

Before her accident, Barton had encountered more than her fair share of obstacles. She was born with a disease that causes progressive vision impairment, in addition to cerebral palsy, diabetes and a learning disability. With the cards already stacked against her success in the work world, Barton could have simply given up after being dealt the blow of paralysis at age 22. But Barton had other plans in mind.

Facing hiring resistance from potential employers, Barton turned to The New York State Commission for the Blind and Visually Handicapped (CBVH), whose staff referred Barton to the Association for the Blind and Visually Impaired (ABVI)-Goodwill Industries of Rochester (NY) for help. Looking back on her first experience with Goodwill services, Barton remarks that, "ABVI-Rochester Goodwill helped me prepare to obtain the job I now have based on my skills and not my disabilities."
[\(continued on page 4\)](#)

2002 Achiever of the Year

Ruby Morton, Gulfport, MS

When Ruby Morton, 74, carried the Olympic torch for a portion of its 13,500-mile journey to Salt Lake City, she carried with her more than pride in being an American. She carried her own personal courage and an astounding will to never to give up — the same qualities embodied by those athletes she sought to honor.

Morton, a receptionist and collection center personnel supervisor for Goodwill Industries of South Mississippi, is now the one being honored. Goodwill Industries International awarded Morton its annual Achiever of the Year title. While she doesn't have a gold medal to show for her work, she believes what she has is even more precious.



"My work gives me purpose in life and the feeling that I can accomplish something for other people," she says. "I feel needed again. The skills I have learned here at Goodwill have been a great source of satisfaction."

At age 22, Morton was blinded in a gun accident, but went on to raise her four children (the youngest was six months old at the time), plus four more who were born later. It was only after her husband left her in 1989 that Morton's confidence was shaken.

"Even though I had many accomplishments in my life, when my husband abandoned me, I felt wounded, betrayed, despondent," Morton says. "I had to do something different, to become involved, to be a contributor again."

[\(continued on page 4\)](#)

Celebrate the Power of Work

Faces of Success!

Goodwill Industries International salutes all the nominees for the Graduate and Achiever of the Year for the winning spirit they exemplify every day.

1. **Wanda Alexander**, Albuquerque, NM
2. **Bernard Bates**, Astoria, NY
3. **Donald Brown**, Bridgeport, CT
4. **Elizabeth Brown**, Honolulu, HI
5. **Kevin Brown**, Portland, OR
6. **Lawanna Cage**, San Francisco, CA
7. **Mirsada Causevic**, San Francisco, CA
8. **Charles Chapman**, Roanoke, VA
9. **Melody Conaway**, Indianapolis, IN
10. **Samuel Dalton**, Winston-Salem, NC
11. **Linda Day**, St. Petersburg, FL
12. **Bruce Duffy**, Evansville, IN



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2002 Graduate of the Year (continued from page 3)

Barton received a host of job placement and development services at the Rochester Goodwill, including resume writing, interview coaching, job readiness and retention training. When Barton eventually landed a job as a customer service representative at ADT Security Services in Henrietta, NY, the Rochester Goodwill's commitment to ensuring Barton's success in the workplace only intensified.

As soon as Barton was hired, the staff at the Rochester Goodwill worked closely with Annette Perrin, ADT's Human Resources Director and Recruiter, to create a work environment for Barton that would flow naturally with the existing office configuration. Goodwill staff outfitted Barton's workstation with adaptive technology and provided on-site training for Barton and her supervisor. In addition, Barton herself helped instruct 600 fellow ADT team members on proper behavior around her service dog, Sheba.

According to Perrin, Barton "has displayed true professionalism when dealing with staff members and has remained understanding and patient throughout the most difficult of challenges." As a result of her remarkably positive attitude, Barton's two promotions have brought her to where she is today—managing the 15 coordinators who schedule the work of ADT technicians throughout the country.



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13. Maritza Federico, South Bend, IN

14. Tammy Gleason, Ashtabula, OH

15. Jennifer Harden, Roanoke, VA

16. Regina Hovgaard, Spokane, WA

17. Rose Hunter, Astoria, NY

18. Alisa Kane, St. Petersburg, FL

19. Wanita McQueeney, Ashtabula, OH

20. An Nguyen, San Jose, CA

21. Barbara Nixon, Greensboro, NC

22. Rachel Priest, Eugene, OR

23. Terry Ray, Tacoma, WA

24. Elena Raymond, Portland, OR

25. Robert Sharp, Charleston, SC

26. Jason Smith, Savannah, GA

27. Lamonte Smith, Milwaukee, WI

28. William Sostre, Rochester, NY

29. Deborah Thompson, Harrisburg, PA

30. Michel Tilley, Corpus Christi, TX



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2002 Achiever of the Year (continued from page 3)

But her emotional devastation was compounded by financial devastation. At age 65, blind with little work experience, she was turned away by organization after organization. Morton says she found "a glimmer of light" at Goodwill. At an age when most of her peers were retiring, Morton began working one day a week at Goodwill, taking telephone calls. It didn't take long before the Goodwill recognized Morton had more to offer. She was trained to handle all telephone calls using a modern, multi-line system, then to handle receptionist duties, and finally to assume the added responsibility of supervisor of Goodwill's collection center attendants.

"After eight years with us, Ruby exhibits a 'can-do' attitude and is recognized on the Gulf Coast as a role model," says LeRoy J. Modenbach, Executive Director of the Gulfport Goodwill. "She makes every caller feel important and continually increases the effectiveness of the people she supervises."

Last year, the Greater Mobile Judging Board chose Morton to represent Biloxi/Gulfport as a member of the U.S. Olympic Torch Relay Team and stated she is "one of the few special people who are the light of inspiration in our country." Morton also is active again in her community, giving her time and energy to groups such as the Southern Mississippi Girl Scouts who honored her with "Ruby Morton Make a Difference Day." With every new day, Morton's torch continues to shine.

Workforce Solutions

Goodwill Keeps Things Cooking at Air Force Base Following 9/11

Goodwill JobWorks employees at MacDill Air Force Base in Tampa, FL, are keeping the base's dining services cooking while Air Force cooks are deployed to other posts during Operation Enduring Freedom.

The JobWorks program at MacDill AFB employs up to 70 people, many of whom have disabilities, in two of the base's cafeterias and at the post office. In mid-September, following the exodus of the Air Force's regular cooks to classified locations, a dozen JobWorks mess attendants were promoted to contingency cook and supervisor positions. They work at the Diner's Reef cafeteria and the Flight Kitchen snack bar in Hangar 3. Some Goodwill Temporary Services employees are filling the mess attendant positions left vacant.



Linda Sue Day was promoted to cook at MacDill AFB following September 11.

Linda Sue Day is one of the newly promoted cooks. Day has a developmental disability and was homeless before she contacted Goodwill in 1999. Day completed Goodwill's JobWorks program and has been happily and successfully employed at MacDill AFB as a mess attendant and contingency cook ever since. It isn't known how long the cooks will be deployed elsewhere. When they return, most Goodwill JobWorks

contingency cooks will return to their mess attendant roles. Meanwhile, it's good to know MacDill personnel won't miss any meals.

JobWorks and Goodwill Temporary Services are subsidiaries of Goodwill Industries-Suncoast (St. Petersburg). JobWorks was created by Goodwill in 1999 in response to a federal initiative to employ people with disabilities and to fill a need for civilian workers at MacDill AFB.

Goodwill Helps Employees Wear Their IDs Proudly

The Washington, DC, metropolitan area is sometimes jokingly referred to as the "city of dog tags," referring to the thousands of federal employees and other workers who must wear identification badges to work. And tightened security following September 11 has meant more and more workers are required to wear ID at all times.

Goodwill Industries of Monocacy Valley, Inc., in Frederick, MD, is making sure the tags are no longer a fashion faux pas, but a fashion must. As part of its contracts program, the Goodwill assembles and packages Neckleashes, upscale silver and beaded chains created by local entrepreneur Beth Lederman. Lederman says she wanted something other than the standard-issue clip and chain that businessmen and women wouldn't be embarrassed to wear with their power suits.

Keith Scott, Director of Business Solutions, a business development subsidiary of the Goodwill, said the relationship with Neckleash began when the local chamber of commerce recommended Goodwill as a reliable labor source. Business Solutions now has more than 90 contracts, mostly in mail management. The contract with Neckleash, which produces approximately 160 chains per month, is part of Scott's goal to diversify the Goodwill's contracts program, create more jobs for people with disabilities and workplace disadvantages, and win over more local businesses like Lederman's.

"The flexibility of Goodwill's menu of services as well as that of their staff has directly impacted Neckleashes ability to produce a quality product," Lederman says. "[Goodwill] has been both accommodating and professional in helping us solve various assembly and production issues."

Lederman has also started Creations for a Cause, a program in which special Neckleashes are designed specifically for a charitable organization and sold with proceeds going to that agency.

"We feature a different charity each month," Lederman says. "And because all Creations for a Cause Neckleashes are assembled by Goodwill Industries, consumers are actually helping two worthwhile organizations with their purchases." Interested charities can get more information by sending an e-mail to info@neckleash.com.

Donnie Wachter, a Goodwill client, works on the newest design with Beth Lederman, creator of the Neckleash.



Lancaster Goodwill Cultivates Personal Independence



Farmer trainees Nathan Ayers and Glenn Weaver display some of the fruits (and vegetables!) of their labor on the farm.

Lancaster County, PA, is fertile ground in more ways than one. As one of the most productive agricultural regions in the world, the area abounds in both fresh produce and agricultural employment and training opportunities for its residents. Lancaster is also a source of personal growth for adults with mental retardation and other disabilities through an innovative vocational program called Goodwill at Homefields. As Ron Kratofil, President of Goodwill Industries of Southeastern Pennsylvania, puts it, “people have always worked hard to grow vegetables. Now, vegetables are helping people grow.”

Goodwill at Homefields — a partnership between the Lancaster Goodwill and the local nonprofit organization Homefields, Inc. — provides hands-on employment and training opportunities for adults with developmental disabilities. Homefields, Inc., serves as a “landlord” of sorts for the program, providing the facilities and the land necessary to run a small, fully operational farm. The Lancaster Goodwill provides the farmer trainees, trainers and other staff necessary to sustain the farm and sell its products to the community.

Because the farm operations require great skill, training focuses on recognizing and encouraging the participants’ individual strengths through one-on-one instruction. To do this, Goodwill at Homefields creates what it calls a “personal responsibility-based agenda” for each client. This method places a higher level of expectation and accountability on all participants, while fostering a sense of independence and importance of the task at hand. The program, in operation since 1999, hopes to employ 10 participants during the next growing season.

Heavy machinery operation is one skill that some participants learn. Here, trainee Glenn Weaver in action.



But Goodwill at Homefields is not just a project for the trainees — it is an economically viable part of the Lancaster economy. From the start, both the Lancaster Goodwill and Homefields, Inc. focused on the farm’s sustainability to ensure the continuing success of the program, and in turn, the participants. By producing over 100 varieties of 30 different organically grown vegetables and fruit, Goodwill at Homefields has created a direct-to-customer produce market. Community members participate in a cooperative farm program of sorts, buying an annual “share” of the harvest for the entire local growing season, much like a subscription to a magazine. The buyer’s fee supports the actual costs of operating the farm while remaining competitive with local retail grocery prices. Members pick up their share at the farm every week from the first week of June until Thanksgiving, stocking up on a large variety of vegetables and fruit grown without pesticides or chemical fertilizers. Linda Strauss, a Goodwill at Homefields customer, sums up the shareholder experience by explaining that since becoming a member, she has “learned that the return for my investment is much greater. I am a better, healthier person, but not just physically. I have gained deep respect for the farmer [trainees] who produce a product that can compete with the best around. [Goodwill at Homefields] has gained a satisfied customer who will return next year.”

The presence of satisfied shareholders at the farm each week is especially important to participants in the program. Having the opportunity to interact with members of the community helps program trainees make the full seed-to-harvest journey with the produce they help to cultivate. Participants see the families that will enjoy the products of their skills and labor, giving trainees a sense of satisfaction and importance in the community that few employees ever experience in today’s electronically dependent work world.

Goodwill at Homefields’ farmer trainees are not just recipients of services, they are 60 percent of the workforce at a mainstay in the Lancaster County, PA, agricultural economy.



Program participant Scott Breneman with some seedlings he helped raise in the Homefields greenhouse.

Programs at a Glance

Macon Goodwill — Ahead of the Curve in Welfare-to-Work Solutions

Anticipating reauthorization of workforce legislation this fall, the country is buzzing about a “new era” in welfare reform. Most legislators agree that welfare reform goes beyond finding people *jobs* to putting supports in place that help people develop *careers*. To Goodwill Industries of Middle Georgia (GIMG) in Macon, this “new” idea in welfare reform is old hat.

In 1995, GIMG modified Sarasota Goodwill's *Job Connection*sm, a walk-in service for people with employment barriers who need help finding a job. Assessment services pinpoint customers' skills and interests so that community resources can be brokered to prepare customers for careers. Efforts like this across the country reduced the number of welfare recipients in the U.S. by 58 percent since the 1996 welfare reform laws were passed.

Although these services were largely successful at helping job-seekers go to work, administrators noticed an alarming trend. At the start of the program, about 25 percent of job-seeking customers lacked prior work experience and needed intense “catch-up” training to prepare them for the work world. By 1997, over 60 percent of *Job Connection*sm customers had no work experience. It seemed doubtful that resource brokering and job placement services could resolve complex issues encountered by long-term welfare recipients who were mandated to enter the workforce.

GIMG instituted *The School of Work*sm combining “hands-on” activities with *Work Ethic 101*sm classroom curricula developed by the local Business Advisory Council to facilitate development of the skills necessary for successful employment.

Customers with no work experience take *Work Ethic 101*sm classes

focusing on basic skills such as hygiene, safety, attendance and problem solving. Work ethic concepts are practiced and assessed in Goodwill's instructive, supportive environment. Participants progress to more complex topics before being placed in a job with *Job Connection*sm business partners.

At Goodwill's City Cyber Center, Grant Hodgins teaches Quinton Palmer (right), Rosetta Howard and Jaqui Owens to use Microsoft Word.

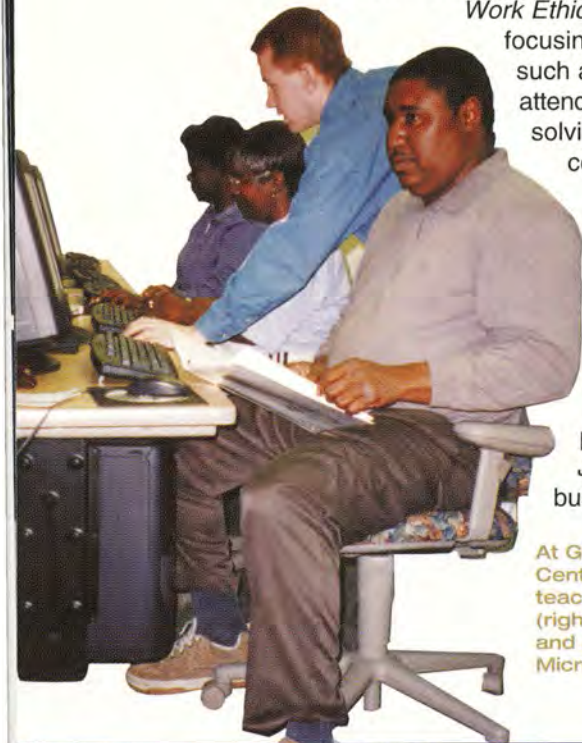


GoodWORKS!sm participants Janite Fitzpatrick (left) and Debbie Smith learn job skills while working at King David Kosher, Inc., one of Goodwill's business partners.

After piloting the *School of Work*sm with a local Department of Family and Children Services in 1997, GIMG was awarded a \$5.3 million Competitive Welfare-to-Work grant from the U.S. Department of Labor (DOL) in 1998. This facilitated creation of six Goodwill Career Centers in Georgia and South Carolina. Return on investment of federal funds is high with this model. The grant yielded the results the DOL sought — individuals did move from welfare to work *and* there was the added benefit of on-going job training and placement services in the communities of the six self-sustaining Goodwill Career Centers.

Still there were job-seeking customers who were not succeeding. “We realized people needed intensive case management for the whole family,” says Wendi Copeland, Vice President of Career Services for GIMG. Services needed to address people in terms of their job skills, transportation and childcare issues, work ethic and self-esteem. In cooperation with the Georgia Goodwill Association, *GoodWORKS!*sm was developed to meet the complex needs of a post-welfare population. GIMG's service hub in Augusta piloted *GoodWORKS!*sm utilizing lessons learned in *Job Connection*sm and *School of Work*sm services as the foundation.

In just three years, GIMG's *School of Work*sm and *GoodWORKS!*sm have enrolled over 1,700 people. To date, over 600 graduates have been hired into permanent jobs and hundreds others are participating in subsidized transitional employment. *GoodWORKS!*sm graduate Tammy Bargeron has gone from supporting a family of four with a monthly public assistance check of \$235 to being the financially independent lead custodian at Monsanto Company with a new-found sense of self respect. “I have purpose now,” says Bargeron. “Responsibility.”



Reliable Transportation Breaks Down Road Block to Job Success

Getting to a job interview on time, picking up a sick child from school, taking a family member to a doctor's appointment — all easy tasks when you have reliable transportation. But for those who struggle just to make ends meet, lack of transportation options can be the ultimate road block to holding a job and earning a steady paycheck.

Goodwill Industries recognizes that its job training and career services programs may not ensure workplace success when a client lacks the basics, such as a car, childcare and health insurance. In response, many Goodwill agencies participate in transportation programs that provide donated vehicles to people on public assistance for little to no cost.

Goodwill Industries of Southeast Iowa (Iowa City) gave away five cars in December 2001 through its Wheels to Work program, including a 1988 Acura Integra to Lisa Anthony. "Last year, I was dragging a stroller through a snowstorm to the bus stop," Anthony recalls. "A car completely changes your lifestyle."

Anthony, a mother of two, says the car has been a great relief, especially for the trip to the University of Iowa's employment services office. "It's a 15-minute errand that would have taken two hours by bus," she says.



Lisa Anthony with her sons, Sam, 3, and Kamil, 9, are proud of their "new" car. [Photo and portions of this article courtesy of the Iowa City Press-Citizen]

The Iowa City Goodwill program is funded this year by a \$72,000 grant from the Department of Human Services, but funding is in jeopardy for next year, forcing the Goodwill to seek out other options. The Goodwill also courts local businesses and the public for vehicle donations. MidAmerican Energy, a utility company, answered the call and plans to donate five vehicles to the program this year. "We're



Lynda Dalnodar and her sons, Stephen (far left) and Levi, with Erin Barnes, Wheels to Work Coordinator (right).

donating passenger vehicles we've retired from our fleet but are still in good working order," says Terry Smith, manager of operations for MidAmerica.

Participants don't get a free ride, though. The Wheels to Work program requires them to attend Community Leadership Team meetings where they develop a support system, learn budgeting skills and advocate for their community by forming partnerships with state and local policymakers with the goal of providing services that meet the community's needs. Participants also receive credit counseling, says Erin Barnes, coordinator of the Wheels to Work program.

"Lack of transportation is a barrier to employment," Barnes stresses. "One of our clients missed a good job opportunity because of lack of transportation. Even traveling on the closest bus route, she still had to walk a mile to the job site, making it very difficult for her to accept a position with the company."

Lynda Dalnodar won't face this type of dilemma now that she's the recipient of a vehicle from the Iowa City Goodwill's Wheels to Work program. Dalnodar shattered her shoulder in a fall down a staircase last March. She could no longer drive her manual transmission and couldn't afford another car. Dalnodar received one of the program's first cars — and donated her manual transmission car back to Goodwill. She now has reliable transportation to shuttle around her two boys and daughter, to get to her classes at Mt. Mercy College in Cedar Rapids, and to make the many physical therapy appointments she still needs for her injury.

Last year, more than 50 Goodwill agencies in North America provided transportation assistance or operated similar "wheels to work" programs, putting people on the road to job success. To find out more about transportation programs, or to donate your vehicle, contact your local Goodwill. Visit www.goodwill.org or call (800) 664-6577 and enter your zip code to find the nearest location.

Real People, Real Jobs

Work Defines Success for Blind Couple

According to the American Foundation for the Blind, an astounding 74 percent of the 1.1 million people who are blind in the United States are unemployed. Technology training at the Columbus Goodwill helped ensure that Brian and Kathleen Zolo are not part of this unemployed majority. Brian has worked at the Department of Defense since 1986 as a computer specialist, and Kathleen is a medical transcriptionist at Mt. Carmel Hospital in Columbus, OH.

Blind since birth and the oldest of five children, Brian Zolo grew up near Columbus, OH. Aching for a taste of independence after going to a school for the blind, Brian went to college, got a degree in history and then enrolled in law school. After two years, Brian discovered that the field of law was not for him. For the next several years, he worked as a police dispatcher and dabbled in the broadcasting industry. He realized, though, that in order to support his family in the emerging technology-based economy of the 1980s and 1990s, he needed computer skills. "We're in an age now where...technology isn't just a luxury. It's a necessity," remarks Brian. "If you're not working or in a training program, you don't get access to that technology."

In August 1983, Brian became the first student with total blindness to enter a computer programming training program at Columbus Goodwill. Brian remembers feeling frustrated at first. "It was hard...to accept that [I had] all this college but [I was] going to have to learn a new skill." After nine months of on-the-job training using adaptive technology, Brian got an internship at the Defense Logistics Agency that led to permanent employment at the Department of Defense. As he began his first career, Brian recognized the value



of Goodwill's comprehensive job readiness program. He says that Goodwill helped him establish good work habits, like "how to project yourself so that your employer will see that confidence you have." Goodwill's advice, and Brian's willingness to follow it, has meant a fulfilling career and a steady source of income for his family for over 15 years. And according to Brian, he's loved every minute of it.

Kathleen Zolo's story mirrors Brian's in many ways. After graduating from public high school, Kathleen earned a degree in child and family development. Kathleen wanted to be a counselor, but many traditional avenues into the field were closed because of her disability. Several facilities Kathleen wanted to work in would not allow her guide dog, and all of the interviews she went on ended in the same result — no call back, no job offer, and the distinct feeling that her disability was the cause. After finding that Goodwill really worked for Brian, Kathleen enrolled in a Columbus Goodwill training program in 1994.

Job hunting was a completely different experience for Kathleen after she completed the Goodwill program. "I'd been prepared with job development classes and doing mock interviews...so even though I spent a lot of time looking for work, it didn't completely tear down my self-confidence like it did the first time." Eventually, Kathleen got a job and developed her career in medical transcription. Kathleen's favorite part of her job is that she can contribute a healthy portion of her family's income. "I feel like I'm a viable part of society."

Last November, Brian and Kathleen celebrated 25 years of marriage, and today, they have two daughters — one in college and one with her own family — and a house alive with dogs and cats. Throughout their lives, the Zolos have never let their disability define them. Instead, they recognized that work makes possible the true successes in life.

Communitites at Work

San Francisco Goodwill Takes a Holistic Approach to Career Advancement

Millions of low-wage and entry-level workers find themselves in a common bind — they are trapped in low-paying jobs that don't cover even their most basic needs but they have work and family commitments that keep them from gaining additional skills or training that could lead to better paying jobs.

Goodwill Industries of San Francisco, San Mateo and Marin Counties, Inc. (San Francisco) has harnessed the resources of several local organizations to form the Career Advancement Center (CAC), a program that takes a holistic approach to career building. The center, which opened in July 2001, offers classes in business services, computer technology and digital media on evenings and weekends when working people can attend. The CAC also builds on strategies that have proven successful, such as a "one-stop" multi-service facility, employer input, services offered by local partners, and the provision of free food, transportation assistance and childcare.

"We built this center on the idea that our participants are like the rest of us. They are tired when they get home from work. Between dinner, the bus and their children, the idea of going to evening or weekend classes can seem daunting," says Tiana Wertheim, CAC Director. "We've tried to counterbalance these barriers with such things as free childcare and positive activities for children, free on-site meals and transportation assistance."

Goodwill staff at the center help clients assess their vocational skills, establish realistic career goals and identify skills they need. They also educate them about career paths that have opportunities for promotion and wage advancement, and teach them how to improve their job search strategies via mock interviews, resume assistance, confidence building and access to online job listings.

Sanequia Gregory attends skill-building classes while her children Ajwanee (right) and Frank (left) enjoy a balanced meal.



The program targets workers earning less than \$15 per hour, however, program eligibility has been expanded to also include unemployed people or job seekers. Currently, the CAC is open Tuesday and Thursday evenings, and Saturdays. Hot meals are available on Tuesdays and Thursdays and lunch is served on Saturdays. The assurance of a balanced meal and a safe place for children to play and learn are two reasons why workers stick with the program.



At the CAC's grand opening, San Francisco Mayor Willie Brown (right) offers words of encouragement to CAC client Robert Jackson (left) while Goodwill Board Member Sam Mehta and Government Relations Director Malik Looper look on.

San Francisco Mayor Willie Brown considers the center to be important because of the "groundbreaking services it offers, the partnership it embodies, and the solutions it provides for the working poor." Goodwill, the San Francisco Department of Human Services and more than 10 community partners offer services such as:

- English pronunciation courses taught by City College;
- Tax assistance workshops taught by Volunteer Income Tax Assistance (VITA);
- Earned income credit (EIC) workshops taught by the Private Industry Council;
- "Dealing with Your Felony Record" workshops taught by Northern California Service League;
- Basic computer skills for Vietnamese and Cantonese speakers taught by Catholic Charities;
- Fatherhood support group facilitated by Florence Crittendon Services; and
- Free legal assistance provided by Bay Area Legal Aid.

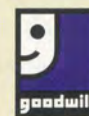
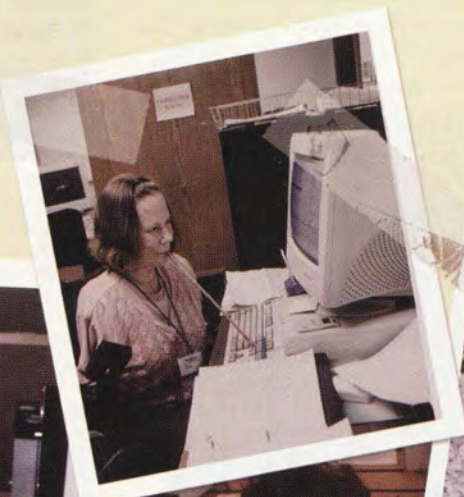
"The cooperative effort the CAC represents is a testament to each participating agency's commitment to helping solve the problems of the working poor," Wertheim says. "This project is a first, and we are encouraged by the early successes we've seen in terms of agency participation and enrollment."

To date, more than 300 individuals with an average annual income of \$16,000 have enrolled at the CAC. The ethnicity of participants breaks down almost equally between Caucasian, African-American, Hispanic and Asian. Almost two-thirds of participants are women.



100 Years of Goodwill and the Power of Work 5 Million Brighter Futures and Still Counting

Goodwill Industries is celebrating a century of preparing people for the workforce and strengthening families and communities. Our job training and other employment services give people a chance to learn new job skills, a chance to achieve their career goals, a chance to finally succeed.



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The Union Leader, Manchester, N.H.

NEW HAMPSHIRE

White House chief of staff favors Sununu in Senate race

By STEPHEN SEITZ
Union Leader Correspondent

RINDGE — While taking care to keep White House preferences separate, White House Chief of Staff Andrew H. Card said that he favored U.S. Rep. John E. Sununu in the race for New Hampshire's Senate seat.

Card was in Rindge to accept an honorary doctorate of humane letters from Franklin Pierce College on Sunday. Also present for the same purpose was former senior White House correspondent Helen Thomas.

"The White House has a bias for supporting Republican incumbents," Card said. "But I've had a long and close relationship with the Sununu family. I've known John E. Sununu for a long time, and that's where my personal bias lies. I know Bob Smith, but I've had a longer relationship with John."

Card served as deputy chief of staff in the George H.W. Bush White House.

The chief of staff then was former New Hampshire Gov. John H. Sununu, the father of Congressman Sununu.

Card added that he is also backing the candidacy of businessman W. Mitt Romney for governor of his native state of Massachusetts.

Card's connection with Franklin Pierce College is through his childhood friend, college president George Hagerty.

"He asked me to join Franklin

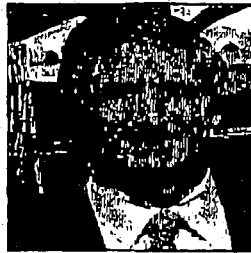
Pierce's board of trustees, of which I was a member until I resigned in 2000 to be President Bush's chief of staff," Card said. "This school has helped a lot of kids climb the ladder of success."

The 37th commencement was unusual given the presence of the Secret Service, a detail ordinarily not assigned to the chief of staff. The attacks of Sept. 11 changed that, however.

"They just don't want someone to kidnap me," Card said. "I love the Secret Service, but I wish there was no need for them to be around. I resisted at first, but after we went into Afghanistan, they came into my office and said, 'Like it or not, we're with you.'"

Thomas had a blunt assessment of the current Bush White House, which she described as "the most secretive I've ever known."

"President Bush has held just one formal press conference," Thomas said. "The news conference is the only forum



ANDREW CARD

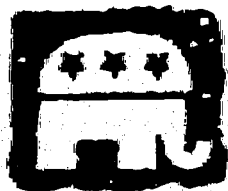
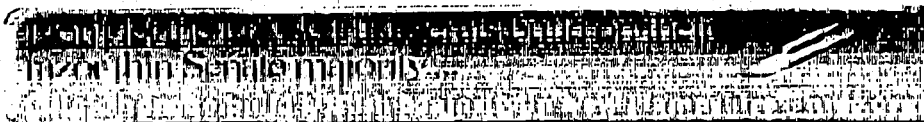
where the President can be questioned, and where the American people can get their questions answered. They should be held early, and they should be held often."

All Bush has done so far, she said, is answer one or two questions at a time while in transit or at photo opportunities.

"That's not acceptable," she said. "No President likes the press, except when they need us."

Monday, May 20, 2002

B3



NH GOP.org

New Hampshire Republican State Committee

May 20, 2002

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Voices for Victory Reception with White House Chief of Staff Andy Card

Thursday, June 20, 2002
 7:00 - 9:00 pm
 \$100 per person \$1000 per cocktail round
 C.R. Sparks Event Center, Bedford, NH
 For tickets or more information please call Chuck McGee at 225-9341

Update from the President



President Bush's Tax Cut Works For American Families & Economy

President Bush: "Today's report is strong evidence, however, that our plan is working ... the more money people have in their pockets, the more it is they're going to spend. And tax relief is an incredibly important part of our recovery." [more...](#)

Update from the State Committee

Education Chairs Unveil The Shaheen Education Report Card GRADE - F EFFORT - Poor ATTENDANCE -- Absent



Following are the statements made by Senate Education Chair Jane O'Hearn and Education Chair Warren Henderson at a press conference earlier today.

[O'Hearn] "When Jeanne Shaheen took office in 1997 she vowed she would be the Education Governor". Sadly for New Hampshire, shortly after she took office she abandoned her plans to help the state and put all her effort into political ambition." [more...](#)

Update from the RNC

Democratic National Committee Uses Fear and Anger. Not Issues to Lure Voters

RNC Chairman Marc Racicot: "For our part, Republicans will continue to encourage all citizens to become more involved in our great democracy not through fear and anger, but by engaging with a positive message for a better America." [more...](#)

Withdrawal Marker

The George W. Bush Library

FORM	SUBJECT/TITLE	PAGES	DATE	RESTRICTION(S)
Fax Cover Sheet	Fax Message from Bob Smith - To: Karl Rove - From: Dino Carluccio	1	05/21/2003	PRM;

**This marker identifies the original location of the withdrawn item listed above.
For a complete list of items withdrawn from this folder, see the
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COLLECTION:

Records Management, White House Office of

SERIES:

Subject Files - FG006-03A (Chief of Staff, Office Files)

FOLDER TITLE:

522705

FRC ID:

11094

FOIA IDs and Segments:

2018-0011-P

OA Num.:

11086

NARA Num.:

11086

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

Deed of Gift Restrictions

- A. Closed by Executive Order 13526 governing access to national security information.
- B. Closed by statute or by the agency which originated the document.
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Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Records Not Subject to FOIA

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THE PRESIDENT HAS SEEN

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Web: <http://www.goarch.org> • Email: archdiocese@goarch.org

April 5, 2002

President George W. Bush
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

THE CHIEF OF STAFF
HAS SEEN

Dear President Bush:

On behalf of the Greek Orthodox Church and Greek-American Community, I wholeheartedly thank you for the great honor you bestowed on us in recognition of our joint Greek and American heritage of freedom and democracy during the commemoration of the Greek Independence Day on March 25. I was deeply touched by your kind words and insightful remarks.

At this juncture, allow me, Mr. president to say how fully we appreciate the efforts of the White House personnel and the gracious support by Chief of Staff Andrew Card, Senior Advisor Karl Rove and John David Estes of the Public Liaison Office. The inclusion of prominent members of your Administration, who are members of our community, the Director of the CIA, George Tenet, the UN Ambassador John Negroponte and the Ambassador to Spain, George Argyros, was a bright illustration of the joining of our traditions of responsible citizenship, profound learning and dedicated service.

I was also deeply touched by your continuing and generous offer of your time and understanding, particularly as it was handsomely expressed in the recent meetings with His All Holiness Ecumenical Patriarch Bartholomew and me at the Oval Office.

I pray that the Almighty God bless you, Mrs. Bush and your entire noble family and grant us peace in these difficult and trying days for our nation and the world.

You and your administration will remain in our thoughts and our prayers.

Faithfully yours,

Demetrios Lap Deme

+DEMETRIOS
Archbishop of America

5-16-02
Please send copies
to:
Card
Rove
J. D. Estes

Tx. *Linda*

4/30/02

522705
F6006-0JATHE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE • BOSTON 02133

(617) 727-3600

JANE SWIFT
GOVERNOR

May 6, 2002

The Honorable Donald L. Evans, Secretary
Office of the Secretary
Room 5854
U.S. Department of Commerce
14th & Constitution Avenue NW
Washington, D.C. 20230

Dear Secretary Evans:

I'm writing to bring to your attention a matter of serious economic importance to Massachusetts and the New England states. Your immediate assistance is needed to ensure the economic sustainability of the Northeast fishing industry.

The Commonwealth of Massachusetts takes great pride in hosting one of the Nation's first fishing ports, the city of Gloucester. Gloucester fishing families are accustomed to dealing with hardship, financial loss, and even personal tragedy as part of their every day business. But today they face their biggest challenge.

On April 26, U.S. District Judge Gladys Kessler issued her Remedial Order in a groundfish lawsuit brought against the Secretary of Commerce and the National Marine Fisheries Service (NMFS) by several environmental organizations. Her Order uses as a baseline remedy a "Settlement Agreement Among Certain Parties" filed jointly on April 16 in the U.S. District Court for the District of Columbia.

The Commonwealth assisted the development of this settlement agreement, which was made more restrictive by Judge Kessler. Our intent was to fashion an agreement with broad-based support designed to reduce overfishing, as required by law, all the while sensitive to the many economic concerns of Massachusetts' valuable commercial and recreational fishing industries dependent on groundfish. The agreement was supported by Conservation Law Foundation (CLF), the lead plaintiff in this case, NMFS, the states from Maine to Rhode Island and most of the (intervening) fishing industry parties to the lawsuit.

The Judge's remedy is harsher than it needs to be. Economic devastation will be wrought on those that depend on this fishery, which lands seafood products valued at \$90 million annually. In addition, two weeks ago, NMFS announced an emergency closure of 1,600 square miles of ocean to protect migrating Northern Right Whales, even after the Commonwealth met with NMFS leadership to offer alternative strategies to modify fishing gear, thereby allowing

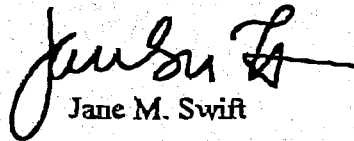
continued fishing opportunities rather than implement draconian-style closures. Last Tuesday evening, NMFS announced that the fishery for monkfish, the Commonwealth's third most-valued ocean product (scallops and lobster lead), would not open on May 1 as the industry expected.

Secretary Evans, the Commonwealth and other New England states need your help. I encourage you to file for reconsideration or to appeal in this case. The task at hand is to prevent overfishing, which the settlement agreement does. I propose that the Department of Commerce and my office collaborate in an effort to protect groundfish supplies while ensuring the economic stability of fishing communities like Gloucester.

Additionally, I respectfully request your support for helping families impacted by this ruling, such as assisting with vessel maintenance costs and fishing gear modifications to help this industry survive this critical time. Ultimately, such an investment benefits the nation by providing continued domestic food supply, added homeland security (our fishermen have a history of being our eyes on the water), and jobs for hundreds of people.

Thank you for your time on these matters.

Respectfully yours,



Jane M. Swift

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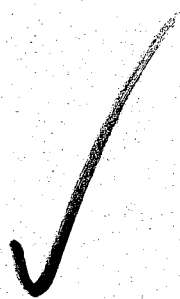
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Card

United States Senate

COMMITTEE ON
GOVERNMENTAL AFFAIRS
WASHINGTON, DC 20510-6250

May 16, 2002



Via Facsimile 202-456-6279
and First-Class Mail

The Honorable Alberto R. Gonzales
Counsel to the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

THE CHIEF OF STAFF
HAS SEEN
5/20/02

Dear Judge Gonzales:

I have received your letter dated today concerning the Committee's March 27, 2002, request for information about certain communications Executive Office of the President (EOP) officers or staff had with or relating to Enron Corporation. Because your letter fails to give the Committee a commitment to provide all information requested in the March 27 letter, I have concluded that I have no choice but to seek authorization to issue a subpoena to the EOP at the Committee's May 22 Business Meeting.

As you know, the Committee sent the EOP an information request on March 27, 2002, as part of its inquiry into the federal government's oversight of and interactions with Enron. That letter sought information about only three categories of communications – the bulk of which involved contacts with Enron – and the information the Committee sought with respect to those categories was not particularly expansive. As noted previously, this request was narrower than those sent to a number of other federal agencies – for example, the SEC, CFTC, FERC and the Labor Department – each of which was asked to provide many more categories of information and each of which was asked to recall events dating back a decade. Each of those agencies provided the Committee with detailed responses within three or four weeks of the Committee's request.

In contrast, more than seven weeks have passed since the Committee's request to the EOP, and the Committee has received virtually no information from you. Indeed, the only material you have sent us is copies of letters responding to other Congressional inquiries and a transcript of a Presidential press conference. These documents are inadequate on their face even as a partial response to the Committee's request. The letter from the Vice President's Counsel, for example, appears to address only meetings, not all communications, and even with respect to the events it discusses, fails to provide the few details sought in the Committee's March 27 letter (such as the identity of all who attended the meetings). Just as importantly, you do not indicate whether these documents purport to reflect the totality of responsive communications in which the President or

The Honorable Alberto R. Gonzales
May 16, 2002
Page 2

Vice President were involved or whether you are even taking steps to determine whether that is the case.

At the same time, you have not disavowed your repeated refusal to acknowledge that the Committee may rightfully ask for much of the information sought in its March 27 request and consequently have left unclear whether you intend to provide us with significant portions of the information requested. You previously told the Committee, for example, that you find the Committee's request for information about Enron-EOP communications regarding the National Energy Policy "removed from the Committee's legitimate inquiry," and that you believe that the efforts to obtain information about Enron-EOP communications regarding appointments "intrude deeply into the President's core constitutional responsibilities." You have informed me that your internal search for information "may elicit information" on these topics, but you still have declined to assure the Committee that, absent a specific and particularized claim of privilege, you will provide the Committee with all responsive information uncovered in your search.

You also have failed to provide the Committee with any assurance that your search will be reasonably calculated to produce all responsive information. As the Committee's May 3, 2002, letter explains – and as I reiterated in our May 16 meeting – sending a survey of the sort you have composed to a limited number of EOP personnel does not seem calculated to produce information about all communications covered by the Committee's March 27 request. You mention in your letter that you "would be pleased to inquire of additional appropriate personnel suggested by the Committee." I appreciate that offer, but I have already taken you up on it; as I explained at our May 16 meeting, all EOP personnel should be asked whether they have information responsive to the Committee's request. Moreover, they should be asked not just whether they themselves had such communications, but whether they have information about any such communications. It is hard to see how sending out an e-mail or memo to all EOP personnel with a request of this sort is burdensome in any manner.

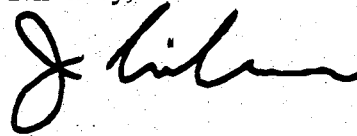
I have not ignored the fact that your May 16 letter states that you "should be able to provide relevant information to the Committee" at some point in May. However, in light of our previous correspondence, our meeting last week and your letter's failure to address the issues outlined above, I must assume that you do not intend "relevant information" to mean "all responsive information."

In short, your most recent communication has forced me to conclude that – despite the Committee's extensive efforts to resolve these issues with you and our extreme patience in waiting almost two months before demanding a response – the Committee cannot reasonably expect to receive the information sought in its March 27 request at any time in the near future. Having reached that conclusion, I regret that I have no choice but to seek authority from the Committee to issue a subpoena to the EOP at our next business meeting, which is scheduled for next Wednesday, May 22. I will ask the Committee to hold that agenda item in abeyance only if you can provide the Committee

The Honorable Alberto R. Gonzales
May 16, 2002
Page 3

with assurances that (1) you will promptly take steps to broaden the search along the lines discussed above and in the Committee's May 3 letter in order to obtain all information sought in the Committee's March 27 letter, and (2) you will provide the Committee all information sought in the Committee's March 27 letter by the end of May.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Lieberman". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Joseph I. Lieberman
Chairman



The Commonwealth of Massachusetts
Office of Federal & State Relations
 444 North Capitol Street, N.W., Suite 208
 Washington, D.C. 20001
 (202) 624-7713

✓ 5/17/02

CHIEF —
 Blue sheeted to Josh,
 Albert + Ruben.
 MB

Jane Swift
 Governor

Anne Gavin
 Director

Fax Cover Sheet

THE CHIEF OF STAFF
 HAS SEEN
 5/20/02

TO: Andy Card
 Chief of Staff

FROM: Anne Gavin
 Governor's Office of Federal Relations
 Commonwealth of Massachusetts

DATE: May 17, 2002

Fax Number: (202) 456-1907

Number of pages: (including this cover sheet): 3

Message:

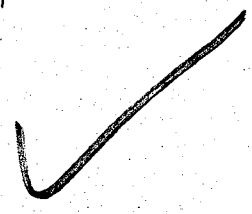
FYI – Wanted to bring this letter to your attention. The situation in Gloucester, MA is very serious and potentially devastating to the local and state economy if left unaddressed. The Governor sincerely requests that the Secretary look at this situation sooner rather than later. We welcome any assistance and communication on this matter.

Thank you!

522705 CARD
16006-03A

THE CHIEF OF STAFF
HAS SEEN
5/16/02

THE WHITE HOUSE
WASHINGTON
May 16, 2002



Dear Chairman Lieberman:

Thank you very much for meeting with me last week. The meeting was constructive and should help us move forward. Your April 24 letter to me asked that we take "reasonable efforts" to identify relevant communications with or about Enron. We have done so. We should be able to provide relevant information to the Committee in a time frame consistent with that identified by your staff in the April 11 meeting -- namely, during the month of May. I will call you shortly to discuss our substantial ongoing efforts, but I wanted to update you now on steps we are taking to assist the Committee.

First, we have now circulated two surveys to 204 Executive Office of the President (EOP) and Vice Presidential employees. We circulated a second survey to respond promptly to your request that we seek the additional information requested in this second survey. We also asked that individuals complete this second survey in under a week. For the Committee's benefit, we have provided a copy of that survey to your staff.

Second, we have begun conducting interviews of individuals who have indicated they may possess relevant information. We anticipate that these initial interviews will be completed early next week and that we also can provide the Committee at least a preliminary summary of those initial interviews next week. Our inquiries thus far have demonstrated that only a small percentage of individuals possess relevant information.

Third, we are searching the White House Worker and Visitors Entry System (WAVES) and will be able to provide the Committee with relevant information shortly.

Fourth, I have directed a search of e-mail records in the White House Automated Records Management system and in the National Security Council's separate classified e-mail system in order to assist us in gathering relevant information.

Fifth, we have begun a search for potentially relevant files in the possession of the Office of Records Management in order to assist us in gathering relevant information.

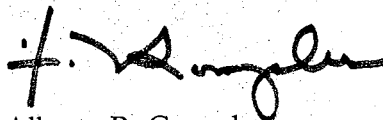
Sixth, pursuant to your request, we have furnished to you a list of the 204 individuals who received the surveys. As this list demonstrates, we have circulated the surveys to a very broad and significant group of individuals who are likely to possess any relevant information. This approach will assist us in providing relevant information to the Committee expeditiously without unreasonably disrupting the work of the Executive Office of the President and the Office of the Vice President. As we stated, moreover, we would be pleased to inquire of additional appropriate personnel suggested by the Committee.

Seventh, as we discussed, I have attached the letter that the Counsel to the Vice President sent to Congressman Waxman on January 3, 2001, in response to his inquiry concerning meetings between the Vice President or the former National Energy Policy Development Group support staff and Enron Corporation personnel.

Eighth, as we also discussed, I have attached the President's public remarks from December 28, 2001, and January 10, 2002, about his communications.

Thank you again for meeting with me last week. In my judgment, we have taken reasonable steps in response to the Committee's request, and we look forward to continuing to work with the Committee in a timely, cooperative, and constructive fashion.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Gonzales", written in a cursive style.

Alberto R. Gonzales
Counsel to the President

The Honorable Joseph I. Lieberman
United States Senate
Washington, DC 20510

cc: The Honorable Fred Thompson



OFFICE OF THE VICE PRESIDENT
WASHINGTON

January 3, 2002

The Honorable Henry A. Waxman
House of Representatives
Washington, D.C. 20515

Dear Representative Waxman:

This is in response to your inquiry by letter of December 4, 2001 about meetings between the Vice President or the former National Energy Policy Development Group's ("Group") support staff and representatives of the Enron Corporation during the preparation of the National Energy Policy that was published on May 17, 2001. The Enron Corporation announced on December 2, 2001 that Enron and certain of its subsidiaries had filed voluntary petitions for reorganization under Chapter 11 of Title 11 of the U.S. Code in the U.S. Bankruptcy Court for the Southern District of New York. Your letter stated that you viewed it as appropriate to ask whether Enron had communicated "information about its precarious financial position" in any meetings.

Enron did not communicate information about its financial position in any of the meetings with the Vice President or with the National Energy Policy Development Group's support staff. These meetings are described below.

As the Vice President mentioned in his interview on the *Frontline* program on May 17, 2001, the Vice President met with Mr. Kenneth L. Lay, chairman and chief executive officer of the Enron Corporation. The meeting occurred on April 17, 2001 and lasted for about a half-hour. They discussed energy policy matters, including the energy crisis in California, and did not discuss information concerning the financial position of the Enron Corporation.

The National Energy Policy Development Group, which existed from January 29, 2001 to September 30, 2001, had a support staff. As you may recall from my letter to you of May 4, 2001, individuals on the Group support staff met, prior to issuance of the National Energy Policy, with many individuals to gather information relevant to the Group's work. The Group's support staff held such meetings with a broad representation of people potentially affected by the Group's work, including individuals involved with companies or industries (e.g., in the electricity, telecommunications, coal mining, petroleum, gas, refining, bioenergy, solar energy, nuclear energy, pipeline, railroad and automobile manufacturing sectors); environmental, wildlife, and marine advocacy; State and local utility regulation and energy management; research and teaching at universities; research and analysis at policy organizations (i.e., think-tanks); energy consumers, including consumption by businesses and individuals; major labor unions; and many Members of Congress or their staffs.

Included among those with whom the Group's support staff met were representatives of the Enron Corporation. The Executive Director of the support staff met on February 22 and March 7, 2001 with Enron representatives and reports that they discussed energy policy matters and did not discuss information concerning the financial position of the Enron Corporation. On April 9, 2001, Group support staff held a meeting with about two dozen representatives of various utilities, which was known to include an Enron representative and which did not involve discussion concerning the financial position of the Enron Corporation.

Two additional meetings occurred after publication of the National Energy Policy, one of which was after the termination of the Group. The Deputy Executive Director of the support staff met on August 7, 2001 with officials of an Enron German subsidiary and reports that they discussed energy policy matters and did not discuss information concerning the financial position of the Enron Corporation. An employee on the Vice President's staff, who previously was the Executive Director of the Group's support staff, met on October 10, 2001 with Enron representatives and reports that they discussed energy policy matters and did not discuss information concerning the financial position of the Enron Corporation.

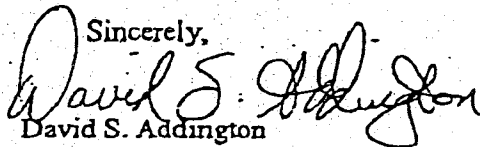
To summarize, as the above information reflects, during the period that the National Energy Policy was in formulation, the Vice President had only one meeting with Mr. Lay, which was the meeting that the Vice President mentioned on television in May. During the same period, the National Energy Policy Development Group's support staff, which had meetings with a broad range of individuals involved in energy matters, had two meetings with Enron representatives, plus a meeting with utility representatives that included an Enron representative. Also described above were two staff-level meetings that occurred well after issuance of the National Energy Policy. None of these meetings included discussion of the financial position of the Enron Corporation.

I note for your information that the Vice President and Mr. Lay of Enron Corporation both served on a panel on June 24, 2001 at the American Enterprise Institute World Forum in Beaver Creek, Colorado. The panel was widely attended and addressed energy matters. There was no discussion of information concerning the financial position of Enron Corporation.

Your letter mentioned a number of Federal officials not employed by the Office of the Vice President. To the extent you wish to inquire about their official activities, I would respectfully refer you to their employing departments, agencies or offices.

The information above is provided to you as a matter of comity between the legislative and executive branches, with due regard for the constitutional separation of powers, and reserving all legal authorities and privileges that may apply. It is our hope that submission of the information will help you avoid the waste of time and taxpayer funds on unnecessary inquiries.

Sincerely,



David S. Addington
Counsel to the Vice President

PRESIDENT'S COMMENTS RE: ENRON

President, General Franks Discuss War Effort

Remarks by the President and General Tommy Franks in Press Availability with the Press Travel Pool

The Prairie Chapel Ranch, Crawford, Texas, December 28, 2001

...

Q -- the war for a moment. Have you had any contact with Ken Lay or other Enron officials in the last six weeks --

THE PRESIDENT: No.

Q -- and do you think that there is something the government should do to help Enron --

THE PRESIDENT: I have had no contact with Enron officials in the last six weeks. Do I think the government ought to help what now?

Q Help Enron or do something to help prevent some of these employees from losing their life savings.

THE PRESIDENT: Well, I think the life savings issue is something we need to look into. I think it's very important to understand what took place. The government will be looking into this. I mean, the SEC will be looking into matters, Congress appears to be looking into matters. There will be a lot of government inquiry into Enron and what took place there.

I'm deeply concerned about the citizens of Houston who worked for Enron who lost life savings. It's very troubling to read the stories about those who locked up Enron stock -- had their Enron stock locked up in their 401K plans, and then saw their savings dissipate. I think it's very important for us to fully understand the why's of Enron. And there will be plenty of investigations.

President Calls for Review of Pension Regulations and Corporate Disclosure Rules

REMARKS BY THE PRESIDENT IN MEETING WITH HIS ECONOMIC TEAM

The Oval Office, January 10, 2002

...In light of the most recent bankruptcy, Enron, there needs to be a full review of disclosure rules, to make sure that the American stockholder, or any stockholder, is protected.

And so, I think this is an important part of, obviously, other investigations that are ongoing. The Justice Department announced and informed us late yesterday that they're in the process of investigating aspects of the Enron bankruptcy. The administration is deeply concerned about its effects on the economy. We're also deeply concerned about its effects on the lives of our citizenry.

I'll be glad to answer a few questions.

Q When was the last time you talked to either Mr. Lay or any other Enron official, about the -- about anything? And did discussions involve the financial problems of the company?

THE PRESIDENT: I have never discussed, with Mr. Lay, the financial problems of the company. The last time that I saw Mr. Lay was at my mother's fundraising event to -- for literacy, in Houston. That would have been last spring. I do know that Mr. Lay came to the White House in -- early in my administration, along with, I think 20 other business leaders, to discuss the state of the economy. It was just kind of a general discussion. I have not met with him personally.

Q -- to inoculate and your administration politically from the fallout?

THE PRESIDENT: Well, first of all, Ken Lay is a supporter. And I got to know Ken Lay when he was the head of the -- what they call the Governor's Business Council in Texas. He was a supporter of Ann Richards in my run in 1994. And she had named him the head of the Governor's Business Council. And I decided to leave him in place, just for the sake of continuity. And that's when I first got to know Ken, and worked with Ken, and he supported my candidacy.

This is -- what anybody's going to find, if -- is that this administration will fully investigate issues such as the Enron bankruptcy, to make sure we can learn from the past, and make sure that workers are protected.

...

Q What can you do about pensioners -- what can you do about pensioners now? Isn't that horse already out of the barn at Enron?

THE PRESIDENT: Our group is meeting, and they will bring recommendations here. They'll look at -- fully investigate what went on. My concern, of course, is for the shareholders of Enron. But my -- I have great concern for the stories -- for those I read about in the stories who put their life savings aside, and for whatever reason, based upon some rule or regulation, got trapped in this awful bankruptcy and have lost life savings.

And one of the things this group is going to do is take a good hard look at it.

Thank you all.

SECRETARY OF LABOR
WASHINGTON

522705
FG 006-03A



MAY 15 2002

Honorable Andrew H. Card, Jr.
Assistant to the President and Chief of Staff
The White House
Washington, D.C. 20502

FOR CHIEF OF STAFF
HAS SEEN

5/20/02

Dear Andy:

I am proud to present the first edition of XXI magazine, an outreach of the Office of the 21st Century Workforce established at the U.S. Department of Labor by Executive Order No. 13218.

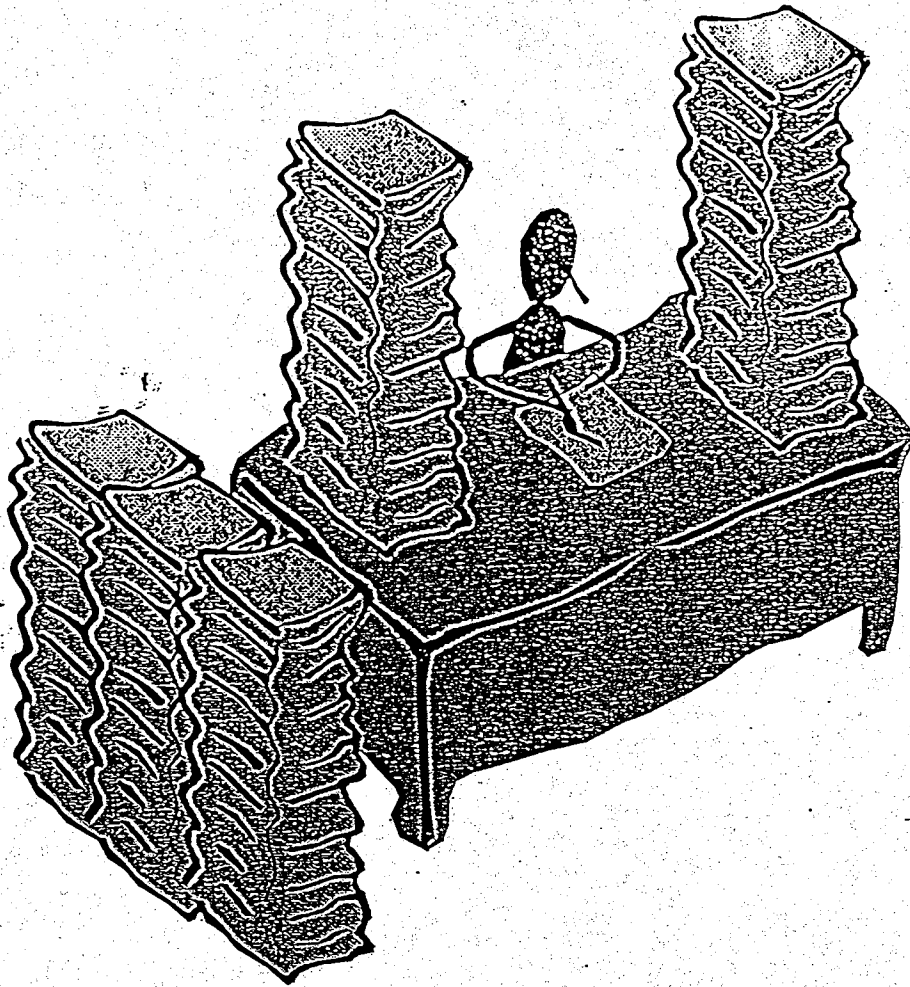
This publication is the most recent response to the President's challenge to explore how Americans actually work, where they work, what skills they need, and the ways in which they balance their professional and family lives. XXI also reflects our Department's commitment to fulfill the President's management directive on "e-government," offering digital and online resources to promote our policies and best practices.

As we prepare American workers for the dynamic 21st century economy, we are reaching beyond the bounds of government to connect directly with businesses, unions, and the non-profit sector - including faith-based organizations. This inaugural issue of XXI is part of that effort and will hopefully serve as a catalyst for strengthening our 21st century workforce.

Sincerely,

Elaine L. Chao

Enclosure



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OFFICE OF THE 21ST CENTURY WORKFORCE





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RCE



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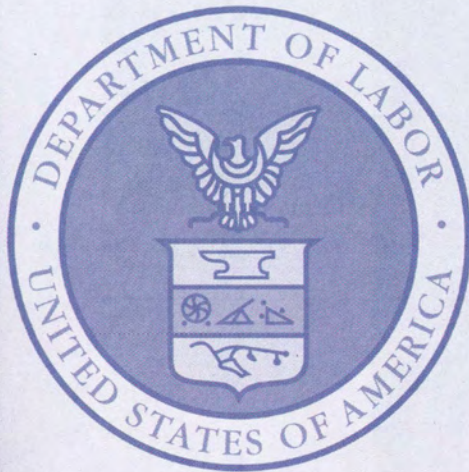
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XXI

OFFICE OF THE 21ST CENTURY WORKFORCE

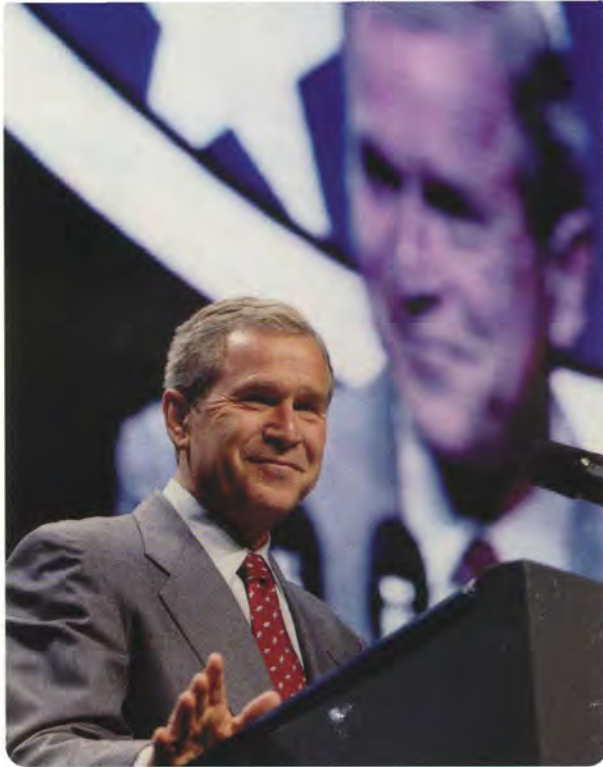
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Source: White House photo by Eric Draper



Source: White House photo by Eric Draper

“At every turn, Federal policy must keep pace with changes in our workforce.”

President George W. Bush, Summit on the 21st Century Workforce, June 20, 2001

The Secretary of Labor is hereby directed to establish within the Department of Labor, the Office of the 21st Century Workforce. The Office shall provide a focal point for the identification and study of issues relating to the workforce of the United States and the development of strategies for effectively addressing such issues.

The Office of the 21st Century Workforce shall gather and disseminate information relating to workforce issues by conducting summits, conferences, field hearings, meetings, and other appropriate forums designed to encourage the participation of organizations and individuals interested in such issues, including business and labor organizations, academicians, employers, employees, and public officials at the local, State, and Federal levels.

Among the issues to be addressed by the Office of the 21st Century Workforce shall be the identification of the ways in which the Department of Labor may streamline and update the information and services made available to the workforce by the Department; eliminate duplicative or overlapping rules and regulations; and eliminate statutory and regulatory barriers to assisting the workforce in successfully adapting to the challenges of the 21st century.

George W. Bush
The White House
Executive Order
June 20, 2001



Source: Sam Hollenshead, Labor Research Associates

Message from James P. Hoffa

The working world in the 21st century already appears dramatically different than that which appeared 100 years ago. The tremendous acceleration of technology-based innovations has dramatically increased productivity. Advances in transportation and communications have effectively shrunk the size of the world and ushered in the global economy. Massive political shifts, in part the result of two devastating world wars and scores of smaller ones, have established democracy and free-market capitalism as the dominant ideologies of our time.

Yet today's worker still fights for many of the same objectives as a century ago — fair wages, workplace safety, adequate health care coverage, and a dignified retirement. The American Dream still promises that if you work hard and live right, you can raise and educate a family free from fear and poverty.

For nearly 100 years, the International Brotherhood of Teamsters has led the labor movement's struggle to fulfill that promise by achieving economic and social justice for America's working families. As the nation's largest private-sector trade union, we amplify the collective voice of our 1.4 million members into a powerful force that is influential far beyond our numbers.

To make life better for members and their families — and for all working families — the Teamsters organize the unorganized, make workers' voices heard in the corridors of power, negotiate contracts that make the American Dream a reality for millions, provide training opportunities to keep skills current, protect workers' health and safety, and fight to keep jobs in North America.

The Teamsters Union also forms alliances with community and religious groups and with government agencies to further the interests of American workers. For example, we have worked closely with the U.S. Department of Labor on a broad range of initiatives to create and enhance jobs, including:

- The President's Council on the 21st Century Workforce which seeks ways to improve worker training and close the skills gap in our rapidly changing economy;
- Comprehensive energy policy reform, to create tens of thousands of new jobs and to ensure that our nation has reliable domestic sources of energy; and
- Minority outreach efforts, to make sure that the composition of the labor movement is fully inclusive and reflects the rich and varied tapestry of the American workforce.

In the 21st century, we will continue our partnership with the U.S. Department of Labor, which is tasked with enforcing the laws and protecting the rights of all American workers. Our mission will remain unchanged: to serve as an effective agent for representing these workers' concerns.

James P. Hoffa
General President, International Brotherhood of Teamsters



CENTURY **XXI**



Source: U.S. Department of Labor

IT'S NOT YOUR PARENTS' WORKFORCE

It's no secret — today's workplace is not the one your parents knew — and the future will bring even more significant changes. *Employment Outlook, 2000-2010*, as recently published by the Department of Labor's Bureau of Labor Statistics (BLS) makes this clear. When projecting what will happen in the next 10 years, BLS looked at the job scene in the coming decade in two ways: percentage growth and numerical growth. Total employment is projected to increase by 22 million (to 167.8 million) jobs or 15.2 percent — slightly less than the 17 percent growth during the 1990s.

Most new jobs will arise in occupations requiring only work-related training (on-the-job training or work experience), even though these occupations are projected to grow more slowly. This reflects the fact

that these occupations accounted for about 7 out of 10 jobs in 2000.

Of course, not all job openings depend on the amount of growth in an occupation. Some job openings result from the need to replace workers who enter other occupations or retire or leave the labor force permanently for other reasons. In many instances, the number of job openings resulting from replacement needs is greater than that of openings resulting from employment growth. Even occupations projected to decline provide some job openings.

The projections of employment for the first decade of the 21st century were completed before the tragic events of September 11, 2001, so the nature and severity of longer-term impacts remains unclear at this time.



Did you know?

AMONG MARRIED-COUPLE FAMILIES WHERE BOTH THE WIFE AND THE HUSBAND WORK, ABOUT ONE-FIFTH OF THE WIVES EARN MORE THAN THEIR HUSBANDS.

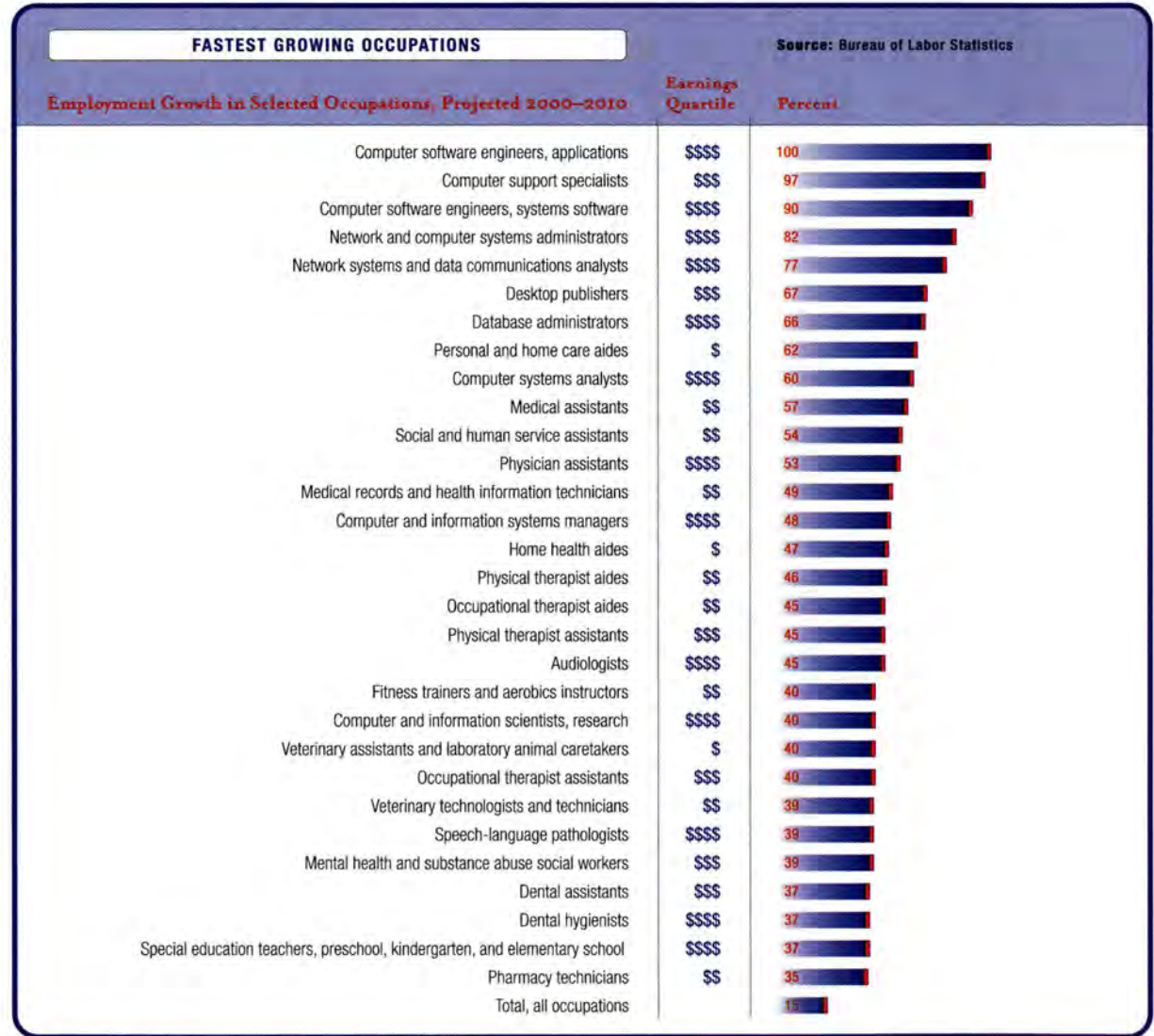


Source: U.S. Department of Labor

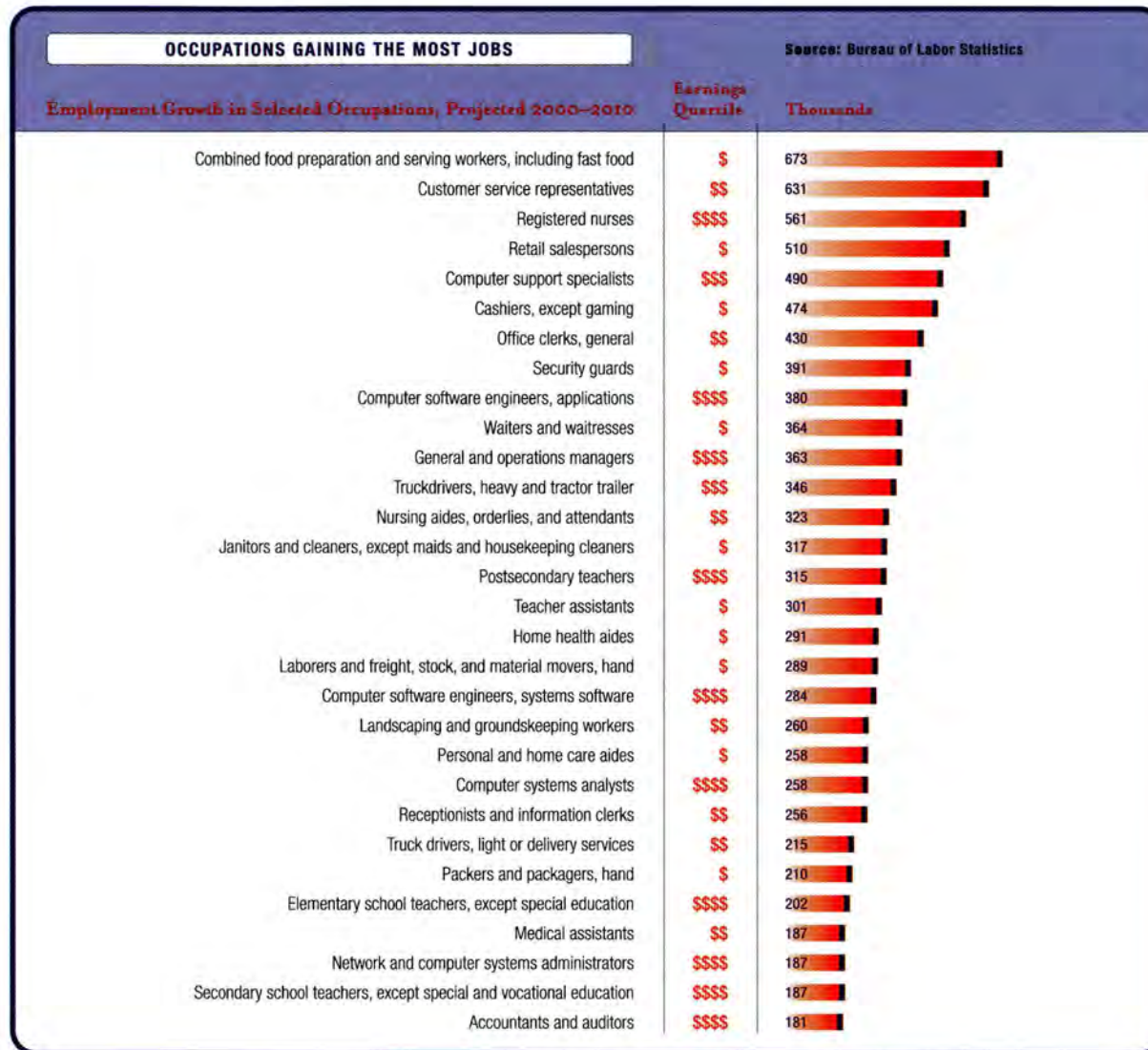
What is the best job? The answer here is, as always, problematical and a matter of personal inclination. The importance of factors such as the opportunity to help people, to express creativity, or to be physically mobile on the job varies from one person to another. Careers are built from a balanced blend of interest, aptitude, skill, and training.

But job projections are important, too, in terms of opportunity. With that in mind, Employment Outlook 2000-2010 focuses on occupations expected to have the largest number of new jobs and/or the fastest rate of growth. Because most people also consider earnings potential as an important job characteristic, BLS includes rankings for hourly earnings based on quartiles, using one-fourth of total employment to define each quartile. These are presented in four categories identified by dollar signs, with \$ indicating the range for the lowest quartile and \$\$\$\$ the range for the highest.

Which jobs are growing the fastest? (see graph)
The seven fastest growing occupations are computer-related. All of them have high or very high earnings. Most of the other projected fastest growing jobs among the top 30 are healthcare-related. The remainder are special education teachers (preschool, kindergarten and elementary school), fitness trainers and aerobics instructors, and social and human service assistants. Of the 30 fastest growing occupations, 21 generally require a postsecondary degree or other credential, com-



The quartile rankings of Occupational Employment Statistics annual earnings data are presented in the following categories: \$\$\$\$ = very high (\$39,700 and over), \$\$\$ = high (\$25,760 to \$39,660), \$\$ = low (\$18,500 to \$25,760), and \$ = very low (up to \$18,490). The rankings were based on quartiles using one-fourth of total employment to define each quartile. Earnings are for wage and salary workers.



pared with 11 of those with the largest numerical job growth and two of those with the largest numerical declines.

The increasing demand for computer-related occupations reflects the rapid advances in computer technology and the continuing development of new computer applications, including the Internet. Overall, the demand for computer specialists is projected to grow 68.6 percent, and that for computer and information systems managers anticipates growth of 47.9 percent through 2010.

Where are most of the new jobs? (see graph)

Occupations expected to have the most new jobs are diverse. There will be opportunities in occupations with a variety of job settings, training and education requirements, and earnings from very low to very high. These 30 occupations are from a much broader range of occupational groups than are the 30 fastest growing, and more than half are in the bottom half of the wage scale. Twenty on the list had employment of at least 1 million in 2000. Of the 10 that had employment of less than a million, all (except accountants and landscaping and groundskeeping workers) have projected growth at least three times as fast as the 15.2 percent average for all occupations. Five are computer-related occupations. The largest is computer support specialists, with year 2000 employment of 505,000.

Six occupations here, all with employment of 1.5 million or more, are projected to grow more slowly than 15.2 percent.

Registered nurses and nursing aides, orderlies, and attendants — by far the two largest health-related occupations in 2000 — are projected to have more numerical growth than any other health-related occupations. Home health aides, medical assistants and personal and home care aides — all among the 30 fastest growing — are also on this list.

Postsecondary teachers, teacher assistants, elementary school teachers (except special education), and secondary school teachers (except special and vocational education) are all projected to have large numbers of job openings. Elementary school teachers (except special education) is the only category with below average employment growth.

The two food service occupations — combined food preparation and service workers, including fast food and waiters and waitresses — have large employment numbers and faster than average growth rates. General and operations managers should grow at about the same rate as the total for all occupations, while security guards are projected to grow 35.2 percent — making it the fastest growing occupation of the 30 on this list that is not computer- or health-related.

Where The Jobs Aren't (*see graph*) And what occupations are projected to decline? Occupational employment declines usually are caused by technology (thus reducing the need for labor), or a transfer of duties to different occupations. The occupations

expected to have the largest declines include farmers and ranchers and administrative support occupations. Although declining employment often results in unfavorable prospects or limited opportunity, some openings may occur if the number of people leaving these occupations is greater than the overall decline in jobs.

The use of computer technology is expected to reduce demand for word processors and typists, tellers, loan interviewers and clerks, secretaries (except legal, medical and executive), switchboard operators (including answering services), and other office and administrative support occupations. Farmers and ranchers, dishwashers, railroad brake, signal and switch operators, and utility meter readers will also decline as a result of improved technology, while farmers and ranchers face the additional challenge of industry consolidation.

Back to the Future Preparing for tomorrow's workplace involves more than knowing what to expect. Acting on that knowledge — obtaining the education, skills, training and occupational information for career planning — will be even more critical to success in the workforce of the future than it has been in the past. Among the resources available to meet this challenge is the just-published 2002-03 Occupational Outlook Handbook, which contains detailed information on hundreds of occupations, covering nearly 90 percent of the jobs in the economy. It is available online at www.bls.gov/oco. The Occupational



Source: U.S. Department of Labor

OCCUPATIONS LOSING THE MOST JOBS

Source: Bureau of Labor Statistics

Employment Decline in Selected Occupations, Projected 2000-2010

Thousands



Outlook Quarterly also is available online at www.bls.gov/opub/ooq/ooqhome.htm. For other employment, occupational, and related information from the Department of Labor's Bureau of Labor Statistics, visit www.bls.gov. XXI



Did you know?

THE BABY-BOOM GENERATION WAS BORN FROM 1946 TO 1964, SO THE OLDEST BABY BOOMERS TURN 56 THIS YEAR.

RIISING TO THE OCCASION: THE DEPARTMENT OF LABOR GOES TO WAR

“What we have learned yet again since September 11 is just how great a country America really is. We have seen it in the heroism of the firefighters and the police officers. We have seen it in the overflowing generosity of American citizens to volunteer relief agencies. And we have seen it in the rapid coordinated response of our government at every level. Over the years, our government has created a strong safety net for families at risk, and today the Department of Labor is making sure that this net is catching as many of those who need help as possible.”

— U.S. SECRETARY OF LABOR ELAINE L. CHAO

The Department of Labor responded immediately to the September 11 terrorist attacks at the World Trade Center and the Pentagon with a package of programs and services to meet immediate needs and promote economic recovery.

Major outreach programs include:

Unemployment Insurance: First in the line of defense for America’s workforce in the 21st century — and long before — is unemployment insurance, the federal-state partnership providing temporary income to laid-off workers in order to alleviate personal hardship. Unemployed workers are entitled to benefits if they meet state qualifying and eligibility requirements. A fact sheet on unemployment insurance is available from the Department of Labor at www.dol.gov.

Disaster Unemployment Assistance: In areas of New York City and Arlington County, Virginia where President Bush has declared a federal disaster, disaster unemployment assistance (DUA) provides financial assistance to individuals whose employment or self-employment has been lost or interrupted as a direct result of the events of September 11. Individuals are eligible for DUA only if they are not able to access regular unemployment insurance. This includes those who have become the breadwinner for a family because the head of household died.

Rapid Reemployment Services: Because the long-term solution to a household’s immediate economic challenge is reconnection to the labor force, Rapid Reemployment Services are provided



Source: Shawn Moore, U.S. Department of Labor

through One-Stop Career Centers, where all citizens can access services tailored to their individual needs. This includes employment and job training services, local labor market information, career planning and guidance, and supportive services such as child care assistance.

America's Career Kit: While the One-Stop Career Centers provide the physical infrastructure, *America's Career Kit* provides the technological infrastructure. Through *America's Career Kit*, electronic tools are available to assist workers with finding a job, utilizing available training opportunities or conducting career planning. There is no cost to businesses or workers who use this service, which is available at www.e workforce.org/careerkit/.

Veterans, National Guard & Reservists: The Department of Labor's Veterans' Employment and Training Service (VETS) has information for veterans, National Guard or Reservists who may be activated for military service. National Guard and Reserve members called to active duty, and their civilian employers, have certain rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). This Act is administered and enforced by VETS, which has issued a fact sheet and an interactive computer program, the *USERRA Advisor*, addressing the rights and responsibilities of individuals and their employers under the law. Also, the Pension and Welfare Benefits Administration (PWBA) has information on pension and health benefits for National Guard and Reservists called to active duty.

World Trade Center Relief Workers: The Occupational Health & Safety Administration (OSHA) is helping to ensure that the World Trade Center site is safe for those involved in the recovery effort and those who work or live in the area. OSHA is pitching in to assist with worker safety measures and working with the Environmental Protection Agency on asbestos tests and air quality monitoring, as well as offering advice about personal protective equipment and issuing thousands of respirators to search and rescue workers in New York City. "Terrorists have made 'ground zero' one of the most hazardous workplaces in America. To lose any more lives at the World Trade Center site would compound a tragedy. We are determined not to let that happen," said Secretary of Labor Elaine L. Chao. "The workers at ground zero who are reclaiming

the site deserve the best protection we can offer, and that is what we are going to give them."

Mine Safety and Health Administration: MSHA offered rescue teams and equipment, mobile command centers, and seismic detection devices to the Federal Emergency Management Agency (FEMA) for use in locating survivors of disasters similar to those occurring on September 11. MSHA stands ready to contribute rescue and recovery assistance when called upon.

People With Disabilities: The Presidential Task Force on Employing Adults with Disabilities has compiled disaster-related information targeted to people with disabilities on their DisabilityDirect Web site at www.disability.gov. The Employment Training Administration (ETA) has also announced approximately \$6 million in competitive grants

TOLL FREE NUMBERS TO CALL FOR QUESTIONS REGARDING:

- | | |
|---|-----------------|
| ★ Job Loss, Layoffs, Business Closures, Unemployment Benefits and Job Training: | 1-877-US-2JOBS |
| ★ Reemployment Rights for Veterans, National Guard or Reservists: | 1-866-4-USA-DOL |
| ★ Loss of Pension and Health Benefits or Health Care Portability: | 1-866-4-USA-DOL |
| ★ Injuries and Fatalities: | 1-866-999-3322 |
| ★ Pay, Overtime and Family Medical Leave: | 1-866-4-US-WAGE |
| ★ Workplace Safety and Health: | 1-866-4-USA-DOL |
| ★ Other Department of Labor Questions: | 1-866-4-USA-DOL |
| ★ TTY Number for all Department of Labor Questions: | 1-877-889-5627 |



Source: Sean Redmond, U.S. Department of Labor

funds for multistate employment and training projects serving people with disabilities. This skill-training grant program targets projects that provide multi-site training and other employment services to individuals with disabilities that result in long-term, unsubsidized employment. Call (202) 693-4939 for further information.

Pension Plans and Health Care Coverage: The Pension and Welfare Benefits Administration is offering filing extensions for plan administrators, employers, and others affected by the disaster, as well as general guidance on compliance with the Employment Retirement Income Security Act regarding employee benefit plans impacted by the terrorist attacks. Workers and employer/plan sponsors with questions about pension or health benefits may contact the nearest PWBA regional office by telephone or mail, or submit questions electronically at www.dol.gov/dol/pwba/.

Federal Employees: Federal civilian employees injured while on duty during the World Trade Center/Pentagon attacks or subsequent rescue

operations are covered by the Federal Employees' Compensation Act. Surviving spouses of federal employees and dependent children are also entitled to benefits, as are rescue workers who have been deputized by the Federal Emergency Management Administration. For questions about claims relating to the September 11 tragedies, see the Employment Standards Administration's

Office of Workers' Compensation Programs online at www.dol.gov/dol/esa or call (202) 693-0040 for assistance.

Of course, the Department of Labor is coordinating its efforts with many other government programs at all levels. www.FirstGov.gov, the official U.S. government portal to 47 million pages of information, services, and online transactions, has recently compiled *America Responds to Terrorism*. This site includes links to a wide variety of federal resources responding to the aftermath of September 11. The list is updated frequently. Check it out. **2001**

OSHA ADVICE ON EMERGENCY EVACUATIONS

No one expects an emergency or disaster, especially one that affects them, their employees, and their business directly. Yet workplace emergencies — such as explosions, fires, floods, tornadoes, chemical spills, toxic gas releases, or even terrorist attacks like those at the World Trade Center and Pentagon — can strike anyone, anytime and anywhere. Businesses may find themselves forced to evacuate when they least expect it, so it's smart to have a plan. According to OSHA, an effective plan contains the following elements:

- ★ Specify evacuation policy and procedures;
 - ★ Establish evacuation routes and exits; and
 - ★ Designate an assembly area and procedures to account for all employees following an evacuation.
- A newly released OSHA brochure, *How to Plan for Workplace Emergencies and Evacuation*, helps employers anticipate and plan for workplace emergencies. The brochure is available on the OSHA website at www.osha.gov. For more information about OSHA standards and emergency action plans, contact your local OSHA area office or visit the agency website.
- ★ Determine how to alert employees to an emergency;
 - ★ Identify who is in charge during an emergency;

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Finding jobs and training may not be easy, but it is more convenient than ever. Here's how you can find your place in the workforce of the future.

In Step WITH One Stop



REACHING OUT TO EMPLOYMENT FRONTLINES

In the past, a common frustration among job seekers was the difficulty of finding quality information on available employment and training programs — and having to go from one place to another to do it. The Department of Labor and the states have found the solution — the One-Stop Career Center. The Department of Labor's Employment and Training Administration (ETA) funds the planning and implementation of One-Stop Career Centers in all 50 states, combining employment and training services in one central location for the benefit of job seekers and businesses.

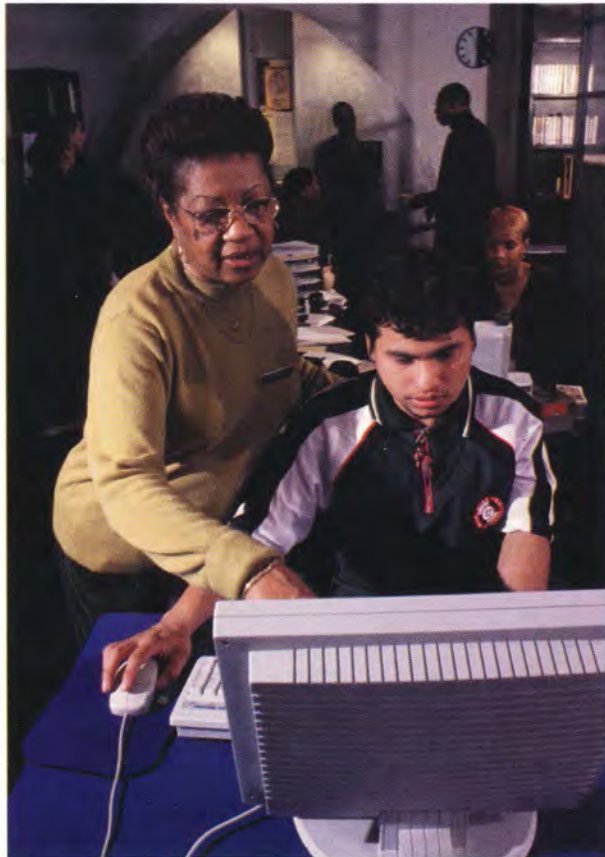
While each state's One-Stop Career Center system is designed in conjunction with local communities to best meet their particular needs, the following four principles are key to every one-stop center:

- **Universality** — All customers have access to job placement and employment development services, including initial assessment of skills and abilities, self-help information relating to career exploration and skill requirements of various occupations, consumer report information on the performance of local education and training providers, and quality labor market information.
- **Customer Choice** — Giving customers choices is critical to a One-Stop Career Center. Employers and job seekers have choices as to where and how they obtain information and services and have access to the information they need to make informed choices among the options.
- **Integration** — One-Stop Career Centers consolidate public employment, training and education programs, and offer them to the cus-

tomers through an easy-to-use system without multiple registration.

- **Performance-Driven/Outcome-Based Measures** — To ensure customer satisfaction, One-Stop Career Centers have clear and measurable performance goals, and consequences for failure to achieve them.

One-Stop Career Centers have a proven record of helping workers find jobs and helping employers find qualified employees. In essence, these Centers broker the labor exchange. But they do a lot more, and they help everyone: students, college graduates, downsized professionals, displaced workers, career changers, people moving from welfare to work, veterans, and workers with disabilities. People can apply for unemployment benefits, register for job openings, obtain free job search assistance of countless kinds, find out about



Source: U.S. Department of Labor

job training programs, learn about special programs for veterans and more.

While the one-stop idea seems simple — put all employment and training services in one place to make them easy to use — further exploration shows that the one-stop concept is actually a complex system where information is key. This information system has four parts:

- **America's Job Bank (AJB)** offers users the ability to post their resumes online, utilize a job scout feature, and integrate with labor market information found in America's Career InfoNet. For employers, it provides an easily accessible pool of candidates. The job openings and resumes found here are available on Internet-accessible systems in public libraries, colleges and universities, high schools, shopping malls, and military bases. Check it out at www.ajb.org. As an added benefit, AJB and *Monster.com* have formed a partnership to enhance the availability of labor market information and resources, and open up even more possibilities for job hunters. Other interested parties are invited to join this partnership.



Did you know?

HIGH SCHOOL GRADUATES ARE MORE LIKELY TO GO ON TO COLLEGE TODAY THAN IN THE PAST. SIXTY-THREE PERCENT OF THE YEAR 2000 HIGH SCHOOL GRADUATES HAD ENROLLED IN COLLEGE BY THE FOLLOWING FALL, UP FROM 52 PERCENT OF THE CLASS OF 1970.

- **America's Service Locator** provides customers with an easy way to find the nearest One-Stop Career Center. The user simply enters his or her zip code and describes the service sought or picks from a preestablished list of common services. Check it out at www.servicelocator.org.
- **America's Career InfoNet** helps people make informed career decisions. Users learn about typical wages and projected employment trends across various industries and job sectors, as well as an online library that catalogs over 4,200 career resources found on the Internet. Check it out at www.acinet.org.
- **O*NET**, the Occupational Information Network, is a powerful, up-to-date database to help people access information about today's occupations. With descriptions of the work requirements, the kinds of tasks to be performed, and the context of the workplace, O*NET users can easily understand what skills are needed in their current job, how existing skills transfer to new jobs, and what skills are required to make the transition. Check it out at www.onetcenter.org.

"Helping workers in crisis is what the Department of Labor does. Getting them back to work is our job. And before anyone even started talking about how to help dislocated workers, the Department of Labor was already on the job overseeing a national network of One-Stop Career Centers where unemployed workers can register for benefits, find out who is hiring and even learn how to start their own businesses."

— U.S. SECRETARY OF LABOR ELAINE L. CHAO



Source: U.S. Department of Labor

ETA provides easy links to all these sites, as well as additional information on labor markets, training programs, apprenticeship opportunities and other valuable services for job seekers and students. Just set your browser to www.doleta.gov.

Still, it's not all high-tech. One-Stop Career Centers temper their technology with human concern, even though staff size is always limited, with Centers offering different levels of personal service according to the needs of the customer. Because of the way one-stops combine programs, the staff may work for a variety of public and private entities, including nonprofit or for-profit organizations. Despite the mix of employers, one-stop staff coordinate their efforts. This frees customers from having to wrangle with multiple agencies, each with its own set of forms to fill out. Customers need not care who employs the person helping them at a One-Stop Career Center. This "no wrong door" approach helps all customers access a wide variety of services through whatever agency they initiate a request. Only the help itself matters.

The bottom line is: One-Stop Career Centers provide an integrated array of high-quality services



Did you know?

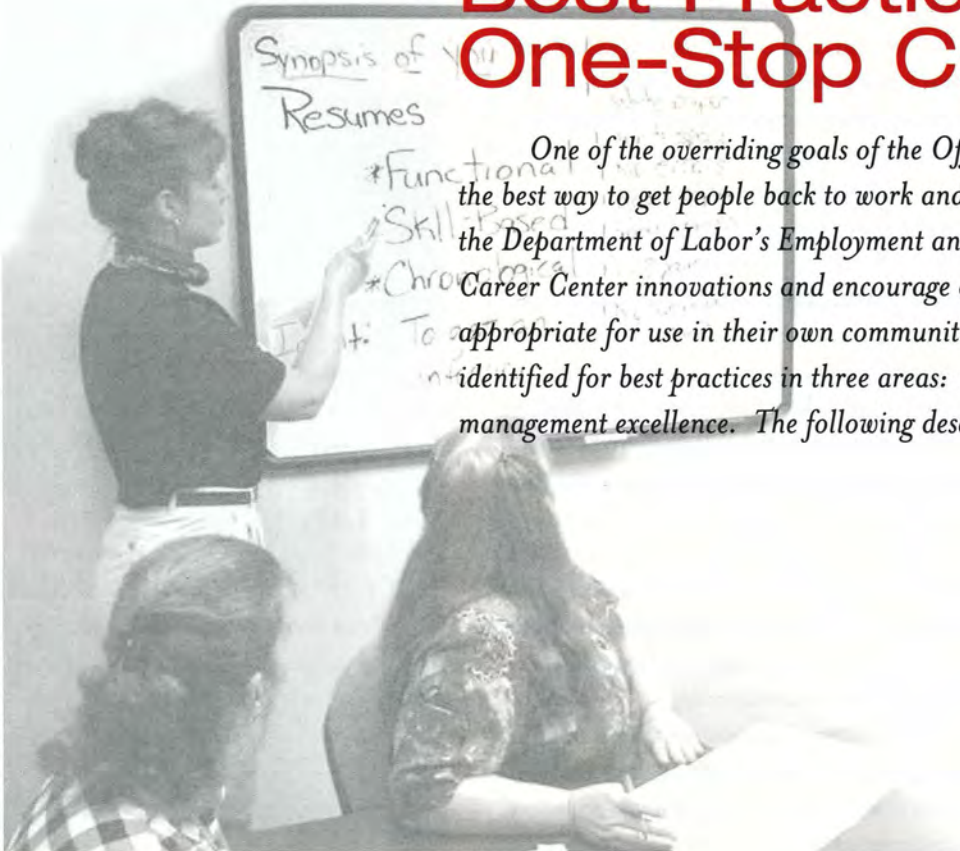
HALF OF ALL PERSONS AGE 35-54 PARTICIPATE IN ADULT EDUCATION, THE MAJORITY IN CAREER- OR JOB-RELATED COURSES.

so that workers, job seekers and businesses can find the services they need under one roof in easy-to-reach locations. The names may differ — One-Stop Center, One-Stop Career Center, Workforce Development Center, Employment Services Center or Job Services Center — but the mission is the same: to provide prompt, courteous and customer-focused service, with a human face.

For further information, check out the One-Stop Career Center in your community by visiting www.usworkforce.org/onestop or call the Department of Labor's toll-free number, 1-877-US2JOBS. **xxi**

Hit Parade

Best Practices In America's One-Stop Career Centers



One of the overriding goals of the Office of the 21st Century Workforce is to spread the word about the best way to get people back to work and prepare them for the jobs of the future. With that in mind, the Department of Labor's Employment and Training Administration has worked to recognize One-Stop Career Center innovations and encourage others in the One-Stop System to adapt these practices as appropriate for use in their own communities. Twenty-eight One-Stop Career Centers nationwide were identified for best practices in three areas: service to job seekers, service to employers, and design and management excellence. The following describes one Center recognized in each category.

Source: U.S. Department of Labor

**BEST PRACTICE
IN SERVICE TO JOB SEEKERS:**

Northeast One-Stop Career Center
Portland, Oregon

The Northeast One-Stop Career Center was cited for its *Job Link Retention Project* offering newly working customers emergency services to help them stay on the job. The Project was established because staff consistently reported seeing the same people return to the Center again and again, having lost jobs due to poor work habits and absenteeism.

The centerpiece of the Project is a "Job Link Hotline" designed to overcome immediate barriers in getting to work, such as car trouble, lack of transportation or child care, illness, and other personal problems. Clients receive a wallet card with an identification number valid for six months, including an 800 number to access the crisis hotline from any location. Callers receive technical assistance, resource referrals, encouragement, and in some cases immediate action to remove the particular employment barrier. For instance, the Center will:

- call a towing company for emergency car service;
- dispatch a taxi or arrange bus passes to transport an employee to work;
- provide temporary child care services;
- refer clients to a one-stop counselor immediately (by pager) for help with illness, family or legal problems, and contact employers to make appropriate accommodations.

Source: U.S. Department of Labor



Did you know?

ABOUT ONE EMPLOYED PERSON IN EVERY 20 WORKS MORE THAN ONE JOB.

Source: U.S. Department of Labor



**BEST PRACTICE IN SERVICE TO EMPLOYERS:
Career Resources, Inc.**

Louisville, Kentucky

Career Resources operates four One-Stop "Solution Centers" in the Louisville area, all of which have launched a Business Service Division providing a full range of services, both free and fee-based, to employers, including:

- posting job openings from employers and referring interested applicants via a Career Resources website and at the One-Stop Solution Centers. The Center reports a 77 percent increase in business clients and an 87 percent increase in job listings;
- prescreening resumes or applications against job requirements, as well as telephone screening, and coordinating other preemployment checks and testing;
- providing employers with resumes in up to 17 categories twice a month for agreed distribution periods up to one year; and
- conducting training workshops for employers on topics such as effective interview techniques, diversity awareness, sexual harassment, employment law, manager/supervisor skills, team leadership, and establishing performance management systems.

BEST PRACTICE IN ONE-STOP DESIGN AND MANAGEMENT:

Kenosha County Job Center

Kenosha, Wisconsin

The Kenosha County Job Center's motto is *Expect Success*. It was cited for organizational excellence in service to clients in a customer-focused, convenient, and integrated way. The Center's single location, occupying space within a former shopping mall, truly functions as a one-stop shop with the following outstanding components:

- **Information Point** provides a common reception area, information services, and waiting room.
- **Employment Central**, the "hub" for services to the job seeker and business community, offers a full range of self-service and staff-assisted resources and workshops.
- **Specialized Services** encompasses interagency teams assisting customers with unemployment benefits, food stamps and medical help.
- **A Child's Place** provides drop-in child care services for parents using Center resources. Half-day Head Start programs are also offered here, as is full-day on-site child care for those recently returned to work.

Source: U.S. Department of Labor



Did you know?

KIDS START WORKING EARLY. HALF OF 12-YEAR-OLDS HAVE SOME WORK EXPERIENCE, PRIMARILY YARD WORK OR BABY SITTING. NEARLY FOUR OUT OF TEN 15-YEAR-OLDS HOLD A JOB WITH A REGULAR EMPLOYER SOMETIME DURING THE YEAR, MOSTLY IN SERVICE, SALES, OR LABORER JOBS.

- **Training and Education Services** provide an adult learning lab and computer skills learning lab on-site run by Gateway Technical College. In the labs, customers upgrade basic skills, receive GED/high school equivalency instruction, and learn basic computer applications.
- **The Employer Relations Team** provides employers with a single point of access to a wide range of services regarding recruitment, Internet resources, publications, and labor market information.

Certainly, these and the other One-Stop Career Centers are worthy of recognition for best practices in delivering services to put people to work and keep them there. Although each is unique and tailored to local circumstances, one underlying principle is common to all: Successful One-Stop Career Centers recognize the value of partnerships — with other service agencies, job seekers, employers and the community served.

The bottom line is, when you walk in the door of a One-Stop Career Center, it should be clear that those in need have entered a place where they may truly succeed in their search for the right employee, the right employer, and the right career. **20**

Minimizing Exposure

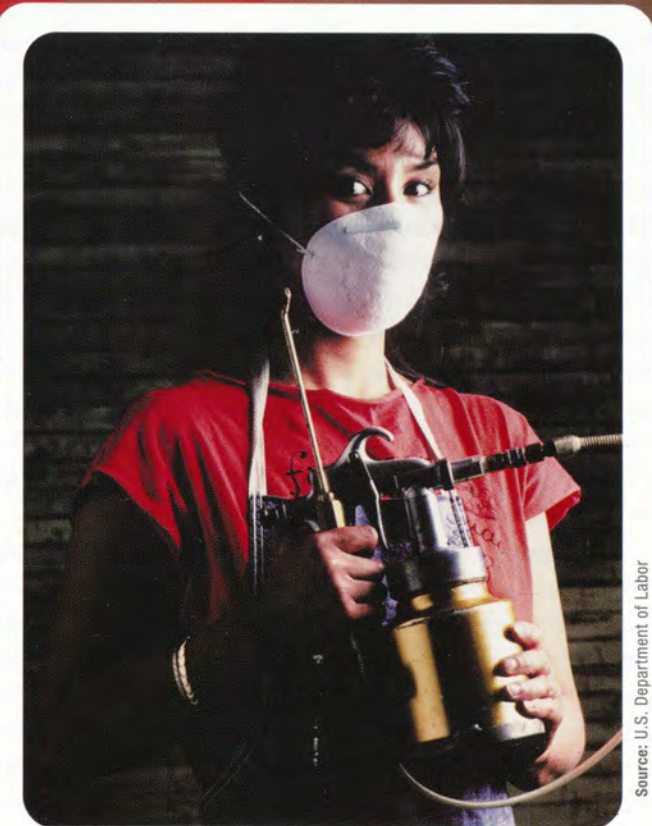
OSHA

Bioterrorism

Protective Equipment

Brave New World

Keeping Workers Safe In The Age of Anthrax



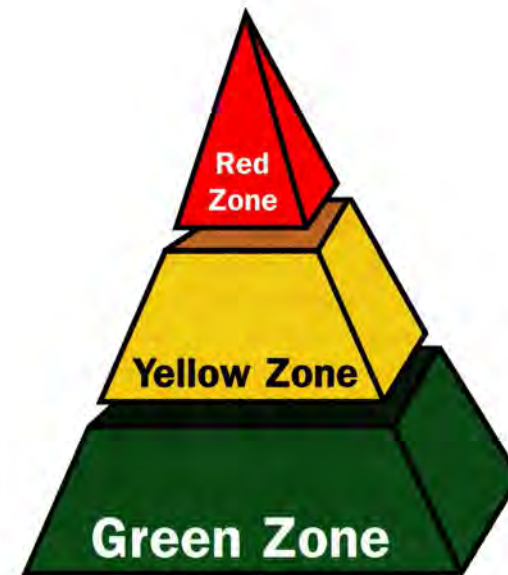
Source: U.S. Department of Labor

Everyone saw the headlines — news that made the chilling prospect of bioterrorism all too real in workplaces across America. As we all know, in October, 2001 four workers died from inhalation anthrax and an additional 13 developed cutaneous or inhalational disease as a result of intentional terrorist activity. In most cases, the disease was linked to unexpected workplace exposure to anthrax spores contained in letters in the mail. Fortunately, the number of workplaces contaminated with the spores has been quite limited. Nevertheless, employers and workers are concerned about possible exposure to bacillus anthracis in the workplace.

In response, the Department of Labor's Occupational Safety & Health Administration (OSHA) unveiled the "anthrax matrix" to assist employers and employees in dealing with possible workplace exposure to anthrax. The matrix suggests protective measures that OSHA believes reduce the risk of exposure. It is designed to guide employers in assessing risk to their workers, providing appropriate protective equipment, and specifying safe work practices for various risk levels

in the workplace. "Most employers and employees face little or no risk of exposure to anthrax and need only minimal precautions," said Labor Secretary Elaine L. Chao. "But some may have to deal with potential or known exposures, and we want to make sure they have all the information they need to protect their workers."

The anthrax matrix (*see graphic*) is a pyramid in three colored sections representing low-, medium-, and high-risk exposure. The **red zone** represents workplaces where authorities have informed workers that contamination with anthrax spores has been confirmed or is strongly suspected. The **yellow zone** represents workplaces where contamination with anthrax spores is possible. The **green zone** denotes workplaces where contamination with anthrax spores is unlikely. The zones are shown in the shape of a pyramid to represent how the risk appears to be distributed. Based on information currently available, contamination with anthrax spores and exposures to the bacterium are unlikely in the vast majority of American workplaces, represented by the green zone.



Anthrax Matrix

The matrix is on OSHA's website at www.osha.gov (also on XXI CD). Each section links to useful information and practical guidance to help determine an appropriate response. Employers should consider the factors listed and use knowledge of their own workplace, together with current information about the anthrax threat from law enforcement organizations and public health departments, to determine the zone that best describes their workplace. After that determination is made, employers are encouraged to click on that zone on the pyramid to see OSHA's recommendations for work practices and precautions that reduce the risk of and/or worker concern about anthrax exposure in the workplace.

Watch the Mail As to specific recommendations regarding mailhandling procedures, OSHA advises workers to exercise good judgment and caution when handling mail and adopt the following precautionary measures:

- Be on the lookout for suspicious letters and packages, including packages or envelopes of unusual weight or size, packages or envelopes with a handwritten address and/or no return address, and packages or envelopes with excessive postage;

- Open packages/envelopes with a minimum amount of movement and always use a letter opener or method that is least likely to disturb the contents;
- Do not blow into envelopes;
- Do not shake or pour out the contents;
- Keep hands away from nose and mouth when opening mail;
- Turn off fans, portable heaters and other equipment that may create air currents; and
- Always wash hands after handling mail.

OSHA also recommends that if employers or employees choose to use protective equipment such as gloves, it is important they take necessary steps to make sure these items are handled and used properly.

"The OSHA information is easy to access and understand," said Secretary Chao. "We are providing needed guidance, not creating new requirements. The world has changed since September 11. Threats to our national security now can clearly involve the workplace."

Information on anthrax and other terrorism threats will be updated as new guidance becomes available. ❧

"It is not only important to give people with disabilities training and access to assistive technology, but also the ability to become more active citizens in their communities."

— U.S. SECRETARY OF LABOR ELAINE L. CHAO

Source: U.S. Department of Labor

New Freedom

and No Limits for Americans with Disabilities

Far too many Americans with disabilities who are willing and ready to work are unemployed. To address this problem, President Bush launched the New Freedom Initiative to help Americans with disabilities buy homes and computers, receive special needs education, choose their own support services, and maintain health benefits when they return to work.

The bottom line is to help disabled Americans enter the workforce and enjoy better access to the institutions of daily life that the rest of us take for granted.

A good idea needs a good organization to make it happen. In late 2000, Congress approved creation of the Office of Disability Employment Policy (ODEP) at the Department of Labor. This new agency is bringing a heightened and long-term focus to the need for greater employment of people with disabilities through the development of policy, technical assistance and best practices, as well as outreach, education, constituent services and promoting the ODEP mission among employers. President Bush's 2002 request substantially increases funds for the office, and the congressionally-approved resources will enable ODEP to make the goals of the New Freedom Initiative a reality.

The track record so far is impressive. In the past year, ODEP inaugurated grants for One-Stop Career Centers and Workforce Investment Act youth programs. The programs will now be more accessible to people with disabilities, use assistive technology, provide appropriate staff training, and implement best practices which give people with disabilities more of the services they need to join the economic mainstream.



Source: White House photo by Eric Draper

ODEP also supports a number of major long-standing projects that serve the disability and employer communities:

- **The Business Leadership Network** — In partnership with the U.S. Chamber of Commerce, this national program is led by employers in concert with state governor's committees and/or other community agencies. It is designed to encourage companies to hire qualified job candidates with disabilities. It offers employers access to an often overlooked domestic pool of applicants with disabilities. It provides information on pertinent disability employment issues, networks

of companies, an opportunity to provide training and work experience for job seekers, and recognition for best disability employment practices.

- **The Job Accommodation Network (JAN)** — This is a toll-free information and referral service for job accommodations for people with disabilities. It also offers resources for technical assistance, funding, and education for employment of people with disabilities. JAN also analyzes trends and statistical data related to the technical assistance it provides. JAN can be reached by phone at 1-800-526-7234 or 1-800-ADA-WORK (1-800-232-9675) or online at www.jan.wvu.edu/english/homeus.htm;

- **The Employer Assistance Referral Network (EARN)** — EARN is a national toll-free telephone and electronic information referral service. It became available to the public in March, 2001 and helps employers recruit qualified workers with disabilities. EARN also provides technical assistance on general disability employment-related issues and can be reached at 1-866-EARN NOW (327-6669) or online at www.earnworks.com.



Source: U.S. Department of Labor

ODEP is also working hard to bring youth with disabilities into the 21st century workforce. The High School/High Tech Program gives students with disabilities opportunity to explore exciting careers in science, mathematics, and technology. As coordinated by ODEP and the U.S. Department of Defense, the Workforce Recruitment Program offers summer work experience for college students with disabilities. In some cases, the students move to full-time careers afterwards. Youth Leadership Forums are also held to help states develop youth leadership training for high school students with disabilities. This program has had great success in California and ODEP hopes to replicate it in all 50 states.

Looking ahead, 2002 will bring greater program outreach to the employment of people with disabilities. "DisAbilityDirect," the Department of Labor's premier information web site highlighting services and information for people with disabilities from across the Federal government, is available at www.disabilitydirect.gov. Also on deck this year is expansion of ODEP's adult and youth

grants programs, as well as a new initiative to promote telecommuting from home. Finally, ODEP will convene two new advisory groups: the Youth Advisory Council and the President's Disability Employment Partnership Board.

The Office of Disability Employment Policy is taking the reins of leadership for the New Freedom Initiative. As President Bush has challenged us, "One of the great advances in our time is that persons with disabilities have been more welcomed in the workplace. But there is still more to do. We must speed up the day when the last barrier has been removed to full and independent lives for every American, with or without disability." ❧



Did you know?

MANY DISABLED PEOPLE WORK. AMONG THOSE WHOSE DISABILITIES WERE CLASSIFIED AS NOT SEVERE, 82 PERCENT OF THOSE AGE 21-64 WERE WORKING IN 1997, ALMOST EQUAL TO THOSE WITHOUT DISABILITIES. AMONG THE SEVERELY DISABLED, 31 PERCENT WERE EMPLOYED.

RALLYING THE ARMIES OF COMPASSION



THE UNITED STATES HAS A LONG AND HONORABLE COMMITMENT TO ASSISTING INDIVIDUALS, FAMILIES, AND COMMUNITIES WHO HAVE NOT FULLY SHARED IN AMERICA'S PROSPERITY. YET DESPITE A MULTITUDE OF FEDERAL AND STATE GOVERNMENT PROGRAMS TO BATTLE SOCIAL DISTRESS, TOO MANY STILL SUFFER POVERTY AND DESPAIR. IT IS CLEARLY TIME TO HARNESS THE ADDITIONAL RESOURCES OF FAITH- AND COMMUNITY-BASED ORGANIZATIONS TO BETTER SERVE THOSE IN NEED IN THEIR OWN COMMUNITIES.



Source: U.S. Department of Labor

On January 29, 2001, President Bush signed an executive order creating the White House Office of Faith-Based and Community Initiatives and the Centers for Faith-Based and Community Initiatives in the Departments of Labor, Health &

Human Services, Housing & Urban Development, Justice and Education. Each Center is mandated to ensure that Federal government policies and programs support, not hinder, community-serving groups both secular and religious, and identify

barriers to the participation of these organizations in federal social service programs.

The Department of Labor (DOL), along with the other five Cabinet offices for Faith-Based and Community Initiatives (FBCI), issued a report in

August, 2001 outlining the funding gap between the government and the grassroots, highlighting barriers that faith-based and community organizations face in obtaining federal support for their work, and clearly revealing how much must be done to mobilize what the president has called the "armies of compassion." The DOL FBCI report made five major recommendations:

- create a level playing field for grants, recognizing that Federal grant experience and grant size often affect the ability of faith- and community-based organizations to submit a successful grant application;
- increase understanding among Federal officials of the role and function of these groups and their role in promoting the mission of Federal government programs;
- establish a comprehensive database of faith-based and community organizations offering training, job readiness and support services to ensure that they have accurate information about the availability of Federal assistance and their ability to participate;
- improve outreach to state and local governments so they are educated about the goals of the Initiative and encouraged to pursue partnering

“*The indispensable and transforming work of faith-based and other charitable service groups must be encouraged. Government cannot be replaced by charities, but it can and should welcome them as partners. Government must support our quiet heroes who are lifting lives and healing neighborhoods one heart and one act of kindness at a time.*”


— PRESIDENT GEORGE W. BUSH



Source: U.S. Department of Labor

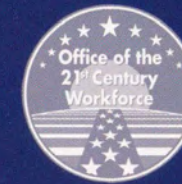
- opportunities with faith- and community-based groups when allocating grants; and
- recognize that the Department of Labor's connection to America's workers and businesses uniquely positions it to mobilize private resources, in addition to public funds, to help faith- and community-based organizations serve people in need in their local communities.

The DOL FBCI is focused on expanding relationships between DOL and faith-based and community-based groups. A cooperative agreement was recently reached between the Job Corps and Public/Private Ventures to create linkages between P/PVs faith-based intervention program for high-risk and at-risk youth and Job Corps. Additionally, pursuant to the president's strong interest in mentoring, the DOL FBCI is exploring the creation of a Mentoring Initiative to encourage public and private commitments to increase the number and availability of mentors for children and young adults.

As President Bush put it, "I am confident that this initiative, when fully implemented, will help us realize the dream that America — its hope, its promise, its greatness — will extend its reach throughout every single neighborhood, all across the land." 

U.S. DEPARTMENT OF LABOR
KEY CONTACTS

<i>Secretary</i>	Elaine L. Chao	202-693-6000
<i>Deputy Secretary</i>	D. Cameron Findlay	202-693-6002
<i>Chief of Staff</i>	Steven J. Law	202-693-6000
<i>Director, Office of the 21st Century Workforce</i>	Shelley S. Hymes	202-693-6490
<i>Director, Office of Faith-Based & Community Initiatives</i>	Brent Orrell	202-693-6451
<i>Deputy Assistant Secretary, Office of Disability Employment Policy</i>	William Mea	202-693-7880
<i>Director, Office of Small Business Programs</i>	June M. Robinson	202-693-6460
<i>Director, Women's Bureau</i>	Shinae Chun	202-693-6710
<i>Solicitor of Labor</i>	Eugene Scalia	202-693-5260
<i>Assistant Secretary for Policy</i>	Christopher Spear	202-693-6151
<i>Assistant Secretary for Congressional & Intergovernmental Affairs</i>	Kristine Iverson	202-693-4601
<i>Deputy Under Secretary, Bureau of International Labor Affairs</i>	Thomas B. Moorhead	202-693-4770
<i>Acting Commissioner, Bureau of Labor Statistics</i>	Lois J. Orr	202-691-7800
<i>Deputy Assistant Secretary, Employment Standards Administration</i>	D. Mark Wilson	202-693-0200
<i>Assistant Secretary, Employment & Training Administration</i>	Emily Stover DeRocco	202-693-2700
<i>Assistant Secretary, Mine Safety & Health Administration</i>	Dave D. Lauriski	703-235-1385
<i>Assistant Secretary, Occupational Safety & Health Administration</i>	John Henshaw	202-693-2000
<i>Assistant Secretary, Administration & Management</i>	Patrick Pizzella	202-693-4040
<i>Assistant Secretary, Pension & Welfare Benefits Administration</i>	Ann L. Combs	202-693-8300
<i>Assistant Secretary, Veterans' Employment & Training Services</i>	Frederico Juarbe, Jr.	202-693-4700
<i>Executive Director, Pension Benefit Guaranty Corporation</i>	Steven A. Kandarian	202-326-4010



XXI Magazine

Alan R. Severson, *Senior Counsel/Editor*

Editorial Staff:

George W. Fondren, *Special Assistant*

Russell G. Harris, *Senior Advisor for Human Resources*

Charles W. McClister, III, *Staff Assistant*

Melissa D. Naudin, *Special Assistant*

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CC: THE HONORABLE FRED THOMPSON 224-9603 228-3679

FROM: ALBERTO R. GONZALES, COUNSEL TO THE PRESIDENT

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**Federal Aviation Administration
Record of Information Circulars – 1/1/01 –9/10/01**

FAA Information Circulars. The FAA Office of Civil Aviation Security (now the Transportation Security Administration) periodically issues Information Circulars directed to authorized aviation industry security professionals. The Information Circulars contain data generated from various law enforcement and intelligence community sources relevant to domestic and international terrorism threats in the aviation world.

The text of Information Circulars is protected against public release by federal statute, which provides for criminal penalties for unauthorized release. Brief descriptions of Information Circulars issued in 2001 prior to September 11 are listed below.

1	January, 2001	Alerts U.S. air carriers to the continuing possibility of violence against American citizens and interests throughout the world due to unrest in the Middle East.
2	March, 2001	Alerts specific U.S. airlines to threats from suspected terrorists in Middle Eastern countries served by those airlines.
3	April, 2001	Updates U.S. carriers about the continuing possibility of violence against U.S. citizens; encourages U.S. airlines to practice a high degree of awareness.
4	April, 2001	Updates U.S. carriers about the continuing possibility of violence against U.S. citizens; encourages U.S. airlines to practice a high degree of awareness.
5	June, 2001	Provides U.S. carriers operating in the region additional information regarding terrorist activity in the Middle East.
6	June, 2001	Alerts U.S. carriers to increased violence in Israel.
7	June, 2001	Advises U.S. airlines generally of plot to bomb Los Angeles International Airport (LAX). (<i>Ahmed Rassem case.</i>)
8	June, 2001	Alerts U.S. carriers to reports that American interests may be targeted by extremist groups.
9	July, 2001	Updates with greater detail terrorist bomb plot at LAX, identifying baggage claim area and projected date. (<i>Rassem convicted, sentenced June 2002.</i>)
10	July, 2001	Provides statistics, characterization, and threat assessment of a particular weapon system which might be used as a threat to civil aviation.
11	July, 2001	Notifies carriers and airports of possible threat in Middle East.
12	July, 2001	Expands information to U.S. carriers regarding possible imminent terrorist activity in the Middle East.
13	August, 2001	Alerts airport security personnel to developments in techniques used to disguise firearms.
14	August, 2001	Updates information for aviation security personnel concerning increasing violence in Israel, describes recent threats to Israeli civil aviation and advised U.S. carriers to review State Department guidance on travel to the Middle East.
15	August, 2001	Alerts U.S. carriers serving Spain of recent bombings conducted by the Basque Fatherland and Liberty (ETA) separatist group at Madrid and Malaga airports.

522705
E6006-03A



THE WHITE HOUSE
Executive Office of the President

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OK
Will be sent
in welcome pack to
new employees MB

DATE: 5-17-02 FAX NUMBER: 6-1907

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OFFICE: _____

FROM: Lamie

NUMBER OF PAGES (Including Cover Sheet): 2

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Dear Friend:

Welcome to the White House. On behalf of President Bush and Vice President Cheney, thank you for your willingness to serve in this Administration.

There is perhaps no more important responsibility in a democracy than participation in government. You have chosen to participate, and the President, Vice President, and I are all very grateful.

On his first day in office, President Bush sent a memo to the heads of the executive departments and agencies, which read in part "Everyone who enters into public service for the United States has a duty to the American people to maintain the highest standards of integrity in Government." You are serving in this Administration because the President has every confidence that you will live up to the highest standards of ethics and fulfill that duty.

We are all fortunate to have the honor of serving President Bush and Vice President Cheney and most importantly, the American people. I look forward to meeting you and thanking you in person.

Sincerely,

Andrew H. Card, Jr.
Chief of Staff to The President

522705
F6006-03A

Adam L. Levine 05/17/2002 11:05 AM

Record Type: Record

To: Melissa S. Bennett/WHO/EOP@EOP
cc:
Subject: Call off the dogs...

If you speak to Secretary Card you can let him know the President has asked Vice President Cheney and Dr. Rice to go out on the Sunday Shows this weekend.....

So he is off the hook...

(I never spoke to him, just left a message...)

MB
passed
msg to
cos

522705
F600603A 5/17/02

NSC
Coordinator

Sir:

Admiral Giambastiani called you to pass on a message from SECDEF. Secdef would like The President to see a brief from the Army Special Forces Colonel who headed up "Enduring Freedom" — wiped out Taliban, war lords, etc. He said the brief can be after Europe + would be 45 mins but could be shortened to 30 mins. They recommend that Dr. Rice / VPOTUS / POTUS / + you participate.

Giambastiani said he's happy to discuss w/ you if needed/wanted. 703-692-7000 — cables
Melissa

5/17 @ 12:50pm



5/22/02

CHIEF OF STAFF TO THE PRESIDENT

Hand delivered to NSC
& Scheduling.

MB

522705
FE00603A

Andrew
Card

May 9, 2002

To: Andrew H. Card, Jr.
Chief of Staff, The White House

Dear Andy,

As a former colleague in the Massachusetts Legislature, I want to express how happy I am for you in achieving the most prestigious position of Chief of Staff for President Bush. He made an excellent choice in selecting you for this position. I believe that George W. Bush will go down in history as one of the most outstanding and effective Presidents to occupy the Oval office.

(b)(7)c, (b)(7)e, (b)(7)f

I can be contacted at the following fax number 413-533-1102 or by telephone at 413-533-0453 or 413-538-6816.

Thank you for your time and effort in the matter.

With warmest regards,

Fran Rogers

(b)(6)

P.S. Happy 55th, Andy!

Melissa called to apologize for not getting back to them - Jay came to wrong fax number & was received after trip. Offered to help at any future trips to D.C. 5/23/02

Steve Gore

(b)(6)

(b)(6)



522705
FB006-03A

April 15, 2002

APR 16 2002

Mr. Joe M. Rodgers
P. O. Box 158838
Nashville, TN 37215-8838

Dear Joe,

This letter is in reference to Rev. Eugene A. Jackson, the superintendent of the Tennessee District Assemblies of God. The ministers of this District would deeply appreciate you securing a letter of appreciation from President George W. Bush for Rev. Jackson's 25 years of service to Tennessee. I have enclosed a letter that could serve as a guide for the President.

Please request that the letter be mailed to: Rev. Eddie Turner, Trinity Assembly of God, 205 West Wall Street, Algood, TN 38506. Rev. Turner is the Assistant Superintendent for the Tennessee District Assemblies of God and will make the presentation at an upcoming ministers gathering.

Rev. Jackson is a true saint of God who has given much to Tennessee in spiritual guidance. He has also served in several national leadership positions. From a personal note, he has been a pastor for me that I have needed over the years. He has always been there to assist and encourage during difficult challenges.

This appreciation letter will mean much to Rev. Jackson. He is in poor health and will be leaving office at the end of this present term.

Your assistance in this matter is deeply appreciated. May the Lord continue to bless you and Honey in the days to come.

Sincerely,

A handwritten signature in black ink, appearing to read "JRL" or similar initials.

Jimmy Ray Lee, D.Min

JRL/l

Enclosure

cc: Rev. Eddie Turner

April 15, 2002

Rev. Eugene A. Jackson,
District Superintendent
ASSEMBLIES OF GOD
TENNESSEE DISTRICT
P.O. Box 3358
Madison, Tennessee 37116-0358

Dear Rev. Jackson,

It is with sincere pleasure that Mrs. Bush and I offer our congratulations on your 25th anniversary as the District Superintendent of the Assemblies of God, Tennessee District. I am sure this accomplishment must bring great joy to you and your family. God has been faithful to bring you to this hour. Your dedication and vision to teach and live God's Word have obviously impacted your state as a powerful force.

You are to be applauded for reaching such a great milestone. I commend you for your devotion to God and your fellow man. Your years of service have blessed the state of Tennessee as well as our nation.

I trust this will be a very meaningful time for you as you reflect upon the goodness of God in days gone by and His promised faithfulness for the future. May this time in your life remain a treasured memory for years to come.

Sincerely,

George W. Bush
President

GWB

Joe M. Rodgers

April 23, 2002

The Honorable Andrew H. Card, Jr.
Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

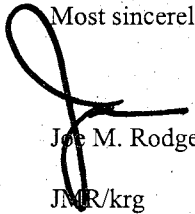
Dear Andy,

I hope this letter finds you healthy and happy, with everything going your way. The White House is doing an outstanding job, and I thank you for the massive hours you and the others are putting in to make certain our country is headed in the right direction. You have so many vital problems today. I pray for you on a regular basis.

You may know of the Assemblies of God. It is one of the outstanding Christian denominations in our country. I have been asked by a friend from Chattanooga to request from President Bush a letter of appreciation to Reverend Eugene A. Jackson, superintendent of the Tennessee District Assemblies of God. He has served in this position for twenty-five years, and he will be recognized in the near future. Please give this your serious consideration. It will be very good for President Bush to send this congratulatory message since I am certain it will be shared with all of the members of the Assemblies of God.

Thank for your consideration. If this request is granted, please have a copy of the letter sent to me.

Most sincerely,



Joe M. Rodgers

JMR/krq

Enclosures

cc: Dr. Jimmy Ray Lee



*Handled via telephone
5/2/02
letter
answered*

522705
F6006-03A

PRESIDENT'S COMMISSION ON WHITE HOUSE FELLOWSHIPS

12 April '02

Dear Secretary Card,

Thank you so much for meeting with our class of White House Fellows. It was an honor to hear your thoughts on the leadership and management of the White House. I also particularly enjoyed your discussion of state politics in Massachusetts.

Overall, our lunch with you was, without question, one of the most interesting discussions that our class of Fellows has had the privilege to enjoy. Thanks again, and I look forward to seeing you again sometime in the future.

Yours sincerely,

Chris W. Lamb



U.S. DEPARTMENT OF JUSTICE
OFFICE OF THE ATTORNEY GENERAL

Kris W. Kobach
White House Fellow

950 Pennsylvania Avenue, NW
Washington, DC 20530

Telephone: (202) 514-1061
Fax: (202) 305-9687
Mobile: (913) 485-6539
E-mail: kris.w.kobach@usdoj.gov

THE WHITE HOUSE
WASHINGTON

May 21, 2002

522 705
F6006-03A

✓
FBI
MAY 21 2002
5/21/02

Dear Chairman Lieberman:

When we first spoke about the request of the Committee, I told you that the White House would cooperate to make appropriate information available to the Committee. I confirmed our cooperative approach in my letter to you of April 19, stating that we "support the Committee's objective" and would "assist the Committee by taking reasonable steps to gather certain information for the Committee."

Since then, we have done so. As I wrote you on May 16, we already have taken numerous steps to gather information requested by the Committee. We are gathering and reviewing documents. We are gathering and reviewing e-mails. We are gathering and reviewing visitor entry records. We are interviewing individuals with relevant information. And we are preparing to respond soon to assist the Committee's inquiry in a time frame we had originally discussed with your staff.

We respectfully believe, therefore, that the Committee would be acting precipitously -- and in a manner inconsistent with the traditional inter-Branch accommodation process -- by issuing a subpoena at this juncture in the inquiry.

The Committee's approach also is in tension with the case law. The D.C. Circuit has held that Congress seldom needs a "precise reconstruction of past events" in order to legislate. *Senate Select Committee on Presidential Campaign Activities v. Nixon*, 498 F.2d 725, 732 (D.C. Cir. 1974) (en banc). And even when Congress has authority to inquire, it may not intrude unduly on presidential prerogatives or demand all information within the scope of a presidential privilege. Rather, a committee must establish that "the subpoenaed evidence is demonstrably critical to the responsible fulfillment of the Committee's functions." *Id.* at 731.

Most important for present purposes, the case law recognizes that, as here, there may be inter-Branch disputes about whether Congress has a sufficient predicate and, if so, whether it is unduly intruding on Executive Branch prerogatives. The case law recognizes, in particular, that the respective interests of the two Branches may conflict when Congress seeks to inquire into the activities of the Executive Branch -- especially when it seeks to inquire into activities of the Executive Office of the President and the Office of the Vice President. As the D.C. Circuit has stated:

The framers . . . expect[ed] that where conflicts in scope of authority arose between the coordinate branches, a spirit of *dynamic compromise* would promote resolution of the dispute in the manner most likely to result in efficient and effective functioning of our governmental system. . . . [E]ach branch should take cognizance of an implicit constitutional mandate to seek optimal accommodation through a realistic evaluation of the needs of the conflicting branches in the particular fact situation. . . . The Constitution

contemplates such accommodation. Negotiation between the two branches should thus be viewed as a dynamic process affirmatively furthering the constitutional scheme.

United States v. American Tel. & Tel. Co., 567 F.2d 121, 127, 130 (D.C. Cir. 1977) (emphasis added).

Consistent with this case law, we have taken extensive steps to accommodate the Committee's request, as detailed above and in my letter of May 16. We respectfully do not believe that the Committee has similarly engaged in the process of dynamic compromise and optimal accommodation. In our meetings with you and your staff, the Committee has not attempted reasonably to clarify, define, prioritize, or otherwise accommodate our attempts to seek reasonable clarifications of the Committee's request. The Committee's failure to reasonably define its request is a factor that has affected the timing of the Committee's receipt of information. We nonetheless have gathered substantial information and would be prepared soon to submit appropriate information to the Committee.

Your May 16 letter states that you would not seek a subpoena this week if I can assure you:

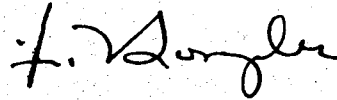
(1) [we] will promptly take steps to broaden the search along the lines discussed above and in the Committee's May 3 letter in order to obtain all information sought in the Committee's March 27 letter, and (2) [we] will provide the Committee all information sought in the Committee's March 27 letter by the end of May.

As to your first condition, we believe we can satisfy you by submitting the Enron surveys to all employees of the Executive Office of the President and the Office of the Vice President. We contacted your staff on May 17 to offer the accommodation of circulating the survey to all such employees if you would withdraw the threat to seek a subpoena. We have yet to hear your response.

As to your second request, we think your demand premature. It would be irresponsible, in my judgment, for my Office to commit in advance to provide information to Congress before we have reviewed it to assess whether disclosure would be inconsistent with the effective operation and long-term institutional prerogatives of the Presidency. Let me emphasize, however, that we have no intention of unnecessarily provoking a confrontation with the Committee. We simply believe it unusual and inappropriate for a congressional committee to threaten a subpoena simply because the President's counsel has not committed *in advance* to provide the Committee every shred of information -- no matter how sensitive to the Presidency, no matter how extraneous to the Committee's inquiry.

In sum, I respectfully suggest that you reconsider and withdraw the threat of a subpoena until, at a minimum, you can review the information we intend to provide soon to the Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Gonzales", written in a cursive style.

Alberto R. Gonzales
Counsel to the President

The Honorable Joseph I. Lieberman
United States Senate
Washington, DC 20510

cc: The Honorable Fred Thompson

522705
F6006-034 ✓



UNITED STATES SENATE
WASHINGTON, D. C. 20510

OLYMPIA J. SNOWE
MAINE

May 19, 2002

THE CHIEF OF STAFF
HAS SEEN 5/21/02

Dear Andy,

You hit a home run —!

My cousin who attends said everyone absolutely loved your speech and you —!
They said you were their best speaker ever —! Obviously you connected with the audience in a profound way —.

Also, I want to thank you so much for your extremely generous remarks

about me - I heard you recalled
when we first met -! It's difficult
to believe it was that long ago-!!

The President is doing an outstanding
job and so are you for him -!

Sincerely,
Olympia

OLYMPIA J. SNOWE
MAINE
COUNSEL TO THE ASSISTANT
MAJORITY LEADER
154 RUSSELL SENATE OFFICE BUILDING
(202) 224-5344
E-Mail: Olympia@snowe.senate.gov
Web Site: www.senate.gov/~snowe

United States Senate

WASHINGTON, DC 20510-1903

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SENATOR OLYMPIA J. SNOWE
154 Russell Senate Office Building
Washington, DC 20510

If there are any questions or problems with this transmission, please call:

Phone: (202) 224-5344

Fax: (202) 224-1946

To: *Andy Card*

From: *Sen. Olympia Snowe*

Date: *5-21-2002*

Fax Number: *456-1907*

Number of total pages: *3*

Comments/Instructions:

*Contact: Marilyn Abel
224-8668*

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522705
F600603A

=== COVER PAGE ===

TO: _____

FAX: 12024567015

FROM: REP LOIS SNOWE-MELLO

FAX: 207-784-9136

TEL: 207-784-9136

COMMENT.

COS met
w/in Marie



Lois A. Snowe-Mello

177 Mechanic Falls Road
Poland, ME 04274

Telephone: (207) 784-9136

Fax: (207) 784-9136 *51

E-Mail: Repl.lois@megalink.net (home)
or Repl.lois.SnoweMello@state.me.us
(at the State House)

HOUSE OF REPRESENTATIVES

2 STATE HOUSE STATION
AUGUSTA, MAINE 04333-0002

(207) 287-1400

TTY: (207) 287-4469

Thursday, May 9, 2002

Dear Chief of Staff Card,

Recently I sent you a letter requesting that I meet with you at the Lewiston/Auburn's Growth Council's Annual Dinner. I was misinformed on the date and apologize if I caused any confusion. I believe that I finally have the correct date and that is May 16th, 2002. I know that you must have an extremely busy schedule. Since you have a summer home in Poland, which is part of the district, which I represent in Augusta as a legislator for the State of Maine. I thought it would be nice if I could meet with you briefly on May 16th at least to shake hands and to say hello.

First of all I am a loyal Republican and I am very active in the state and local Republican Party. I worked extremely hard on our President's campaign here in Maine and also attended President Bush's inaugural ceremonies.

Also, it probably seems that I may be asking too much, but I will be in Washington, D.C. on May 20 and 21st. I have been invited to attend the Washington Times birthday party. I have a good relationship with the Washington Times and have often attended many of their events in Washington. Would it be possible if I could have a tour of the White House while I am in town? I thought that I would take a chance and ask, you know, "nothing ventured, and nothing gained". I thought that this would be a good time to take this opportunity in asking at this time.

Thank you.

Sincerely,



Lois

Representative Snowe-Mello

District 71 Minot, part of New Gloucester and Poland

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CHAMBER OF COMMERCE
OF THE
UNITED STATES OF AMERICA

THOMAS J. DONOHUE
PRESIDENT AND
CHIEF EXECUTIVE OFFICER

522705
F6006-03A

MAY 20 AM 10:18

1615 H STREET, N.W.
WASHINGTON, D.C. 20062-2000
202/463-5300 • 202/463-5327 FAX

April 30, 2002

The Honorable Andrew H. Card, Jr.
Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Andy:

Having just returned from a trip to Russia (stopping first in Turkey), I wanted to share a few observations with you that might be helpful as President Bush prepares for his upcoming summit with President Putin.

During three days of talks in Moscow (as well as several meetings during a weekend in St. Petersburg), I had the opportunity to consult with Ambassador Sandy Vershbow, our American Chamber of Commerce in Russia, and major companies including Boeing, Citicorp, Oracle, Deloitte Touche, Merck, Philip Morris, Cisco and others.

On the Russian side, I met with the Minister of Economy Gref, Minister of Industry, Science and Technology Klebanov, members of President Putin's staff, the Governor of the Leningrad region (which surrounds St. Petersburg), the heads of the Russian Chamber of Commerce and Industry (Mr. Primakov) and the Russian Union of Industrialists (Mr. Volsky), as well as senior officials from Foreign Affairs, the Tax Police and the Federal Energy Commission.

Here is what I heard, observed and concluded:

First, Russia is making serious progress toward a market economy. The commitment to reform policies at the national level is strong. Income levels are rising rapidly, both officially and in the massive underground economy. A vibrant entrepreneurial business sector is emerging to challenge moribund state owned industries.

The Honorable Andrew H. Card, Jr.

April 30, 2002

Page 2

Second, I received a number of positive reports from major American companies doing business in Russia. They see great potential and are in the market for the long haul. Still, roadblocks remain and must be addressed – such as high tariffs and subsidies, excessive regulations, restrictions on investments, and insufficient protection of Intellectual Property Rights.

Virtually every company emphasized the need to ensure that court decisions are actually enforced. Russia must find a way to push reforms embraced at the top down through the bureaucracy and the regions.

Third, Russia's eventual accession to the World Trade Organization, a major goal of U.S. business and the administration, is greeted with mixed reactions. There are concerns that WTO membership will hurt basic Russian industries and frank admissions that they aren't yet ready for global competition.

The government leadership appears to be far ahead of both the business community and the regions in its enthusiasm to join WTO. Large segments of the Russian people and business community still need to be persuaded that it's in their interests.

Fourth, clearing away Cold War policies such as Jackson-Vanik and the designation of Russia by our government as a non-market economy would send a strong, positive signal that the United States is prepared to put commercial relations on a new footing. Russian officials also expressed interest in pursuing a revised Bilateral Investment Treaty with the U.S. Statements or actions on these matters by President Bush during the summit would be well received.

Fifth, concerns about steel and U.S. policies towards Iraq and Iran remain strong. At our meeting with the Russian Minister for Industry and Science Klebanov and the head of the Russian Space Agency Koptev, both expressed serious concern that the Space Station program is hampered by the Iran-related restrictions and export control procedures on both sides. During a session with the Russian Chamber, Mr. Primakov (a former prime minister) pointedly steered the conversation to concerns about our potential unilateral actions against Iraq.

The Honorable Andrew H. Card, Jr.

April 30, 2002

Page 3

Even so, our two Chambers agreed to explore the establishment of a web-based partnering program to develop business between small and medium sized enterprises in both countries. I agreed to hold regular meetings and exchanges with Mr. Primakov and his counterparts at the other major Russian business groups. And at our invitation, both the Energy Minister and the Chairman of the Federal Energy Commission will soon visit us for meetings with U.S. energy and power executives.

Sixth – and finally, you should know that there are great expectations and a high degree of enthusiasm for the President's upcoming visit. The Russians sense, as we do, that a new era of cooperation and friendship between our nations is at hand – and they are looking to the summit to both confirm this and to get better acquainted with President Bush's leadership and personal style.

At the same time, they are concerned that commercial relations are not keeping pace with the welcome improvement of U.S.-Russian ties in other areas. American business shares this concern. We see great potential in the Russian market and yet we must also worry about aggressive competition from the European Union.

Therefore, I'd like to urge that at least one event during the President's trip focus on the future of the U.S.-Russia economic partnership. U.S. companies in Russia and senior Russian leaders emphasized the importance of such an event.

A Presidential-level event (such as cutting the ribbon on a new Ford factory in the Leningrad region) or action (such as officially designating Russia as a market economy) would highlight the tremendous opportunities now at hand to create more American and Russian jobs through expanded trade. It would help President Putin demonstrate to his people that closer ties with the United States will produce economic as well as diplomatic benefits. And, it will send a strong signal to the EU that they are not the only third-party players in this rapidly emerging market.

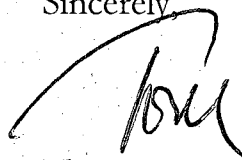
The Honorable Andrew H. Card, Jr.

April 30, 2002

Page 4

Andy, I'd be happy to discuss the issues I have raised here with you or others in the administration. Best wishes to you and the President for a successful journey to Russia.

Sincerely

A handwritten signature in black ink, appearing to read 'Tom', with a large, sweeping flourish above it that extends to the left and then curves back down to the right.

Thomas J. Donohue



AIPAC

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F600603A

May 21, 2002



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The Honorable Andrew Card
Chief of Staff
The White House
1600 Pennsylvania Ave. N.W.
Washington, D.C. 20500

Dear Mr. Card:

On behalf of the American Israel Public Affairs Committee, we would like to thank you for speaking at our 43rd annual Policy Conference last month.

It was a tremendous honor and privilege to have you with us. Your address to our delegates was highly anticipated and was certainly one of the Conference's high points.

This year's Conference was our most successful ever. With a record number of three-day delegates registered, we touched more pro-Israel activists during this Conference than ever before.

Thank you again for your time and cooperation, without which this Conference would not have been so successful.

Sincerely,

Howard Kohr
Renee Rothstein
Howard Kohr
Executive Director
Renee Rothstein
Conference Director

Amy Friedkin
Amy Friedkin
President

America's Pro-Israel Lobby
The American Israel Public Affairs Committee
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Rev. 5/01

TOTAL P.01

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AMBASSADOR SICHAN SIV

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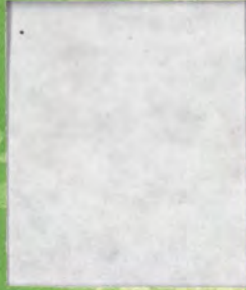
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DEAR ANDY:

THAT WAS A GREAT CELEBRATION OF ASIAN
PACIFIC AMERICAN HERITAGE MONTH LAST FRIDAY.
WE WERE EXTREMELY TOUCHED BY THE PRESIDENT'S
WORDS, AND MOST IMPRESSED THAT HE STAYED
THAT LONG.

MANY THANKS AGAIN!

Sichan



In association with *The Boston Globe* and
Massachusetts Institute of Technology,
State Street Corporation cordially invites you to participate
in the "Beyond the Big Dig" Leadership Dinner

Thursday, May 23, 2002
6:30 – 9:00 p.m.

The Down Town Club
225 Franklin Street, 33rd Floor
Boston

Following dinner there will be a briefing to describe the
Beyond the Big Dig project, a report from the community,
a case study of similar open space planning projects
presented by Robert Campbell, Architecture Critic for
The Boston Globe, and an open discussion moderated by
William Porter, Professor of Architecture & Planning at MIT.

Please RSVP to Diane Smith at djsmith@statestreet.com or
at (617) 664-3858 by Monday, May 6th

522705
FG006-03A



P R O G R A M

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The Boston Globe

Thomas Piper, Principal Research Scientist
Massachusetts Institute of Technology

COMMUNITY FORUM REPORT

Paul Grogan, Executive Director
The Boston Foundation

CASE STUDY PRESENTATION

Robert Campbell, Architecture Critic
The Boston Globe

AUDIENCE DISCUSSION

Professor William Porter, Moderator
MIT School of Architecture and Planning



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VISIT: White House Chief of Staff Andrew Card talks with state Rep. Lois Snowe-Mello Thursday night in Auburn. Card steered clear of the controversy over whether the White House acted properly on pre-Sept. 11 warnings that terrorists could hijack airliners. -- Jose Leiva/Sun Journal

Card addresses local group

White House Chief of Staff Andrew Card said Thursday that Sept. 14 is more memorable to him than the day three days earlier that's etched in the memories of most Americans. Go to story

SPORTS - Devils fall

With Lewiston's pitching staff stretched to the limit and its confidence dwindling, the last obstacle the Blue Devils probably needed to encounter was undefeated South Portland for the second straight day. Go to story

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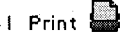
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White House chief of staff recalls aftermath of attacks

By GLENN ADAMS

Associated Press Writer

White House Chief of Staff Andrew Card said Thursday that Sept. 14 is more memorable to him than the day three days earlier that's etched in the memories of most Americans.

In a speech to a Maine business group, Card recalled in detail the events of Sept. 14, the day President Bush visited the wreckage of the World Trade Center and met with relief workers and families of missing firefighters and police.

Card did not discuss White House reports that Bush had been warned of terrorist hijacking threats a month before the attacks.

Card did make reference to the first minutes and hours after the attacks.

"I was the one who literally whispered in the president's ear" while Bush was speaking in a Florida school, Card said. "I leaned over and said, 'the second plane hit the second tower. The nation is under attack.'"

But even more memorable to Card were the events of Sept. 14.

Starting that day, Bush ordered daily FBI briefings in addition to routine CIA briefings. It was the first time, according to Card, that the president had to worry about intelligence threats from inside the country.

"It was a very, very significant change in the role of the president," Card said.

Also on Sept. 14, Card flew with Bush to Ground Zero, where the president stood on the debris and acknowledged the cheers of shocked New Yorkers.

Card said Bush stretched what was supposed to be a 45-minute visit with relatives of missing emergency workers into two hours, meeting personally with each one.

"He cried, he laughed, he prayed, he hugged," Card said.

At the end of the day, Card was with the president when he flew to Camp David. "The president was completely exhausted," he said.

Card, who has a summer home in Maine, spoke to more than 300 people attending the Lewiston-Auburn Economic Growth Council's annual meeting at Central Maine Technical College.

U.S. Sen. Susan Collins invited Card on behalf of the council. Card praised Collins and said Mainers would be well-served by re-electing her in November.

The speech was his first in Maine as White House chief of staff. He was unable to speak when originally scheduled and asked to address the council Thursday.



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May 17, 2002 Friday 2:17 AM Eastern Time

SECTION: WASHINGTON DATELINE

LENGTH: 830 words

HEADLINE: Prospects Dim for Patients' Rights

BYLINE: DAVID ESPO; AP Special Correspondent

DATELINE: WASHINGTON

BODY:

A secretive series of talks involving the White House and key Senate Democrats is stalled short of agreement on patients' rights legislation, dimming hopes for a compromise and likely portending election-year combat on the issue.

Barring an unexpected last-minute breakthrough, officials said Thursday the talks would founder on the issue of lawsuits against HMOs, including the amount of monetary damages that aggrieved patients could receive.

"I still hope an agreement is possible that would allow us to move forward on a real patients bill of rights," said Sen. Edward M. Kennedy, D-Mass. "But after months of talks with the White House, we've reached the 11th hour with little sign of progress from the administration. We need to find a way to put patient protections before the interests of the HMOs." But White House spokesman Scott McClellan said, "we have made tremendous progress and the president is continuing to reach out" to Democrats on the issue. Bush "wants to pass legislation with strong patient protections this year," the spokesman said.

The House and Senate passed differing versions of the legislation last year, and normally, that would have led to the appointment of a group of senior lawmakers from each chamber to negotiate a compromise.

In this case, though, Bush, Senate Majority Leader Tom Daschle, D-S.D., and House Speaker Dennis Hastert, R-Ill., blessed private talks involving Kennedy as well as Sens. John Edwards, D-N.C., and John McCain, R-Ariz., on one side, and top presidential aides Josh Bolton and Nicholas Calio on the other.

Kennedy, Bolton and Calio have met several times, sometimes joined by one or both of the other senators. In addition, Kennedy and White House chief of staff **Andrew Card** have talked on the phone in hopes of furthering an agreement.

But Daschle signaled earlier in the week he was ready to give up hope that the talks could produce a compromise. In an interview, he said it was likely that "sometime real soon" he would formally appoint a larger group of senators to negotiate with the House.

Democrats and Republicans alike say that would merely set the stage for political finger-pointing by the two parties.

Nancy Ives, a spokeswoman for McCain, said the Arizona Republican had urged Daschle to delay his plans for several more days, to allow more time for a compromise.

In addition, Hastert's spokesman, John Feehery, said the speaker wants to keep the talks

alive. "Progress has been made toward a compromise that could produce legislation," he added.

Ironically, the House and Senate bills are virtually identical in terms of the patient protections designed to combat HMO horror stories, including coverage for emergency room care, treatment by medical specialists and access to government-sponsored clinical trials.

But the issue of lawsuits has bedeviled the negotiators from the start.

In general, Kennedy and the Democrats, backed by their political allies the trial lawyers, favor a more robust ability to sue, with uncapped damages for pain and suffering. They argue that without a strong right to sue, the patient protections found elsewhere in the legislation are of limited value.

Republicans, who receive campaign support from the HMOs, generally favor capped damages. They argue that if insurance companies are exposed to frivolous lawsuits and unlimited damages, the cost of coverage will skyrocket.

The issue of damage awards for pain and suffering has been particularly hard to resolve, officials said. At one point in the talks, the two sides discussed a two-tiered approach to caps under which some patients would be limited to a smaller amount of damages, and others could win a larger, but still limited amount. Nothing came of it.

In addition, Democrats strongly object to a provision in the House bill that they say would greatly strengthen the hand of HMOs in court in cases in which they had prevailed in disputes with patients that were brought to an outside review panel.

The importance of these issues has given Edwards - a presidential hopeful in 2004 - a key role in the talks. A former trial lawyer with only four years experience in Congress, the North Carolina Democrat figured prominently in the Senate debate over the measure.

A final compromise would give Edwards a high-profile achievement at a time when he is embarking on a national campaign. At the same time, he has relied heavily on campaign donations from trial lawyers, who are resisting major concessions on the lawsuit issue.

In an interview, Edwards he said the senators had made a number of proposals to the White House, adding, "I still haven't given up."

The patients' rights bill is of particular symbolic importance to Daschle, who made it the Democrats' first order of business last summer after they gained control of the Senate in a midyear switch in power. The measure cleared on June 29.

The Republican-controlled House passed a different version of the measure Aug. 2.

LOAD-DATE: May 17, 2002

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May 17, 2002, Friday, Late Edition - Final

SECTION: Section A; Page 22; Column 1; National Desk

LENGTH: 741 words

HEADLINE: TRACES OF TERRORISM;
Excerpts From National Security Adviser's Statement

BODY:

Following are excerpts from the statement of Condoleezza Rice, the national security adviser, at a news conference yesterday in Washington, as recorded by The New York Times. The complete transcript is online at nytimes.com/politics.

In the April/May time frame there was specific threat reporting about Al Qaeda attacks against U.S. targets or interests that might be in the works. Now there was a clear concern that something was up, that something was coming. But it was principally focused overseas. The areas of those concern were the Middle East, the Arabian peninsula and Europe. In the June time frame, arrests for the millennium plot -- there was testimony by the participants in the millennium plot that Abu Zubaida had said that there might be interest in attacking the United States. . . .

And then on June 26 there was a threat spike. And as a result, again focusing overseas, the State Department issued a worldwide caution. . . .

At the end of June there was a status of threat and action meeting that -- what we call the Counterterrorism Security Group. It is a group that is in our agency that meets under the direction of an N.S.C. special assistant, Dick Clarke at that time. . . .

On July 2, as a result of some of that work, the F.B.I. released a message saying that there are threats to be worried about overseas. But while we cannot foresee attacks domestically, we cannot rule them out. This is an INLET. And again an INLET goes out to law enforcement from the F.B.I.

On July 2 the F.A.A. issued another I.C. saying that Ressim, again associated with the millennium plot, said that there was an intention of using explosives in an airport terminal. This was a very specific I.C.

On July 5 the threat reporting had become sufficiently robust, though not, again, very specific, but sufficiently robust. There was a lot of chatter in the system, that in his morning meeting the president asked me to go back and to see what was being done about all of the chatter that was there. **Andy Card** and I met that afternoon with Dick Clarke. . . .

On July 6 the C.S.G. core players met again because there was concern about -- very high concern -- about potential attacks in Paris, Turkey, Rome. And they acted to go so far as to suspend nonessential travel of U.S. counterterrorism staff. . . .

Contingency planning was done on how to deal with multiple, simultaneous attacks around the world. The period in mid-July was a point of another major threat spike. And it all related to the G-8 summit that was coming up. And, in fact, there was specific threat information about the president. There was a lot of work done with liaison services abroad.

...

Throughout July and August, several times a week, there were meetings of the C.S.G. reviewing the information at hand. There was no specific new information that came in in that period of time after the end of July and in August leading up to September. . . .

On Aug. 1 the F.B.I. issued another INLET on the upcoming third East Africa bombing anniversary. And again reiterated the message that had been in the July 2 INLET.

Now on Aug. 6 the president received a presidential daily briefing. . . . It was an analytic report that talked about U.B.L.'s methods of operation, talked about what he had done historically in 1997, in 1998. It mentioned hijacking, but hijacking in the traditional sense, and in a sense said that the most important and most likely thing was that they would take over an airliner holding passengers and demand the release of one of their operatives. . . .

There is one other F.A.A. I.C. in this period, issued on Aug. 16, where the F.A.A. issued an I.C. on disguised weapons. They were concerned about some reports that the terrorists had made breakthroughs in cellphones, keychains and pins as weapons. . . .

I want to reiterate that during this time the overwhelming bulk of the evidence was that this was an attack that was likely to take place overseas. The State Department, the Defense Department were on very high states of alert. The embassies were -- have very clear protocols on how to button-up. So does the military. That was done.

But at home, while there was much less reporting or chatter about something at home, people were thinking about the U.S. And the F.B.I. was involved in a number of investigations of potential Al Qaeda personnel operating in the United States.
<http://www.nytimes.com>

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The Baltimore Sun

May 15, 2002 Wednesday FINAL Edition

SECTION: TELEGRAPH, Pg. 1A

LENGTH: 1362 words

HEADLINE: Matalin gets out the GOP message;

Adviser: Mary Matalin, busy as a political strategist and White House insider, is likely to get busier.

BYLINE: Ellen Gamerman

SOURCE: SUN NATIONAL STAFF

DATELINE: DETROIT

BODY:

DETROIT - Mary Matalin is running late, which explains why she's doing an interview in her underwear. In the cramped ladies' room at a small airstrip here, she is up to her usual multitasking - promoting President Bush's agenda, plotting how to get her children to the family's farm in Virginia and, in the middle of it all, unzipping her Day-Glo yellow pantsuit so it won't wrinkle as she flies between Republican campaign engagements.

"You don't mind coming to the bathroom with me so I can change my clothes?" she asks as she disappears into a stall. The talk turns to politics and, sure enough, Matalin stays on message even while stripping.

Matalin, the former TV talking head, Republican campaign aide and current White House insider, is a one-woman show for the GOP. On this day, she is taking her act on the road, rushing to board a private jet to Iowa for a state Republican Party fund-raising dinner after infotaining wealthy donors for a Michigan congressional candidate.

Republicans hope her appeal as a working mother and a big-time Bush booster will charm crowds - especially women - this campaign season.

Talking to political contributors here, she quotes her young daughter as asking, "Do you make freedom with the president - is that your job?" She says she replied, "That's all our jobs," a line that all but writes the donors' checks for them.

Matalin is counselor and chief political strategist to Vice President Dick Cheney as well as an adviser to President Bush. But White House aides say her role might expand now that communications chief Karen Hughes plans to leave this summer.

No wonder the White House is deploying Matalin on the campaign trail, putting her on the women's patrol for a party still struggling to bridge the gender gap.

But instead of brandishing "women's issues" that make some Republicans blanch, the 48-year-old Chicago native is leaving it all to the visuals: Here she is, a working mother on a visit from Bush's inner sanctum. Enough said.

"Did you hear anything like 'I am woman, I am strong' in that speech?" she asks after her event here, a fund raiser for Michigan Republican congressional hopeful Candice Miller. "No. I talked about the president."

Even so, Matalin's penchant for gab had some Republican Party insiders worried about her suitability for a top White House job. In the 1992 presidential campaign for the elder George Bush against then-Gov. Bill Clinton, for example, her glib spouting of the phrase "bimbo eruptions" got her a reprimand from her own candidate.

Such blabbermouth moments prompted critics to label her a liability. Others, suspicious of her marriage to Democratic pit bull James Carville, accused her of leaking.

It's striking, then, that Matalin wins praise for her performance in Cheney's office, considered one of the administration's tightest-lipped operations.

"When Mary first got that job, everyone said, 'Wow, that marriage won't work."

Mary's too much of a public person and the Bush guys hate leaks," says Ron Kaufman, a political adviser to the president's father.

"But Mary's truly changed political shapes, and she's gotten the trust of the Bush team's inner circle."

Matalin's history with the Bushes helped give her this entree. She worked with George W. Bush in the elder Bush's 1988 and 1992 campaigns, feeling comfortable enough around the son back then to call him "Junior."

The elder Bush calls her "the most loyal of the fantastically loyal people" around him when she served as his deputy political director in 1992.

"Loyalty means a lot to me and to my family," he said in an e-mailed response to questions about Matalin. "Let others carp and criticize. Not me, because she gave so much of herself in my all-out effort to be re-elected."

Nevertheless, Matalin still runs into static over her marriage to Carville, a union that was such a Washington novelty it inspired their best-selling book, *All's Fair: Love, War, and Running for President*, and lucrative joint speaking engagements. In Detroit, most of her audience only wanted to do one thing: Grill her about her marriage to that man, now a regular on CNN's *Crossfire*.

"I don't know which one of them's real, and which one's show, but one definitely has got to be for show because otherwise they couldn't live together," grouched Palmer Heenam, the 80-year-old mayor of Grosse Pointe Park, before tucking into a Cobb salad at the Detroit Athletic Club.

As much as her marriage might be politically awkward, it also enhances her celebrity and adds a dash of Tabasco to her political schtick. "My husband didn't say good-bye as nice as you said hello," Matalin jokes to her Detroit audience.

But for all her ease with sound bites, Matalin's role behind the scenes is one of substance. Since joining the White House, her job has broadened. Now she works as a trouble-shooter for the president himself.

Though stationed next door to the White House with the rest of the vice president's staff, Matalin has a second desk in the West Wing. Matalin, who sits a few steps from Hughes, joins the daily communications meeting where senior aides craft the administration's message of the day.

Matalin's access to the president has limits, though. Unlike Bush's closest White House confidants, she has not worked alongside him for years, and she has not achieved the status of presidential soul mate, as Hughes is usually portrayed.

Still, Matalin's political acumen and blunt style - qualities she shares with the departing Hughes - have helped her carve a niche.

"She's not the chameleon in the meeting trying to look like everyone else," says White House chief of staff Andrew Card. He praises her ability to influence op-ed pages and opinion makers in endless phone calls, adding, "From a communications standpoint, Mary already is filling some of the void we know will be left by Karen's departure."

The vice president's daughter, Liz Cheney, now a deputy assistant secretary at the State Department, was the first to ask Matalin if she'd be interested in working for her father at the end of the 2000 election.

It was a culminating moment for Matalin. The daughter of Democrats - her father was a steelworker and her mother owned beauty schools around working-class Chicago - had floated between odd jobs as a beautician and, briefly, a steelworker before finding Republican politics in college at Western Illinois University.

Matalin was working as a host of Crossfire when the White House came calling. She quickly enacted child care arrangements for her two young daughters, Matty, 6, and Emma, 4. (The children have a nanny but occasionally go to work with their parents.)

From the start, it was Matalin's job to blunt damaging story lines about Cheney, including the idea that he was the brains of the White House operation - a former member of the first Bush's Cabinet held over to baby-sit W.

That image posed particular hazards after Sept. 11, when reports described Cheney forcefully taking charge in a White House bunker while an untested commander-in-chief made his way back to Washington on Air Force One.

It fell to Matalin to dampen this picture of Cheney as a decision-maker without undermining his voice in the administration. In photographs from that time, Matalin is featured at his side, and she was often with him at those secure undisclosed locations.

"The natural inclination among the press was to want to write the story that Dick Cheney thought he was in charge," says Chris Lehane, who as a one-time spokesman for Al Gore knows the perils of vice presidential image-making.

"Those stories were written, but Mary did a great job lowering Cheney's profile - being selective about what he did and when he did it."

As for Matalin's own future, friends warn that eventually the working-mother madness will burn her out. But even though she can easily summon frenzied split-personality moments - like gesturing madly to her children off-camera while trying not to move her head during a TV interview - she describes the work-life juggling act with what, for her, is the highest praise.

"It all fits together," she says. "It's like a giant campaign."

GRAPHIC: Photo(s), 1. Mary Matalin stands between Vice President Dick Cheney (right) and national security adviser Condoleezza Rice (seated) in the presidential emergency operations center shortly after the Sept. 11 attacks. At left is Bush communications director Karen Hughes.; 2. Mary Matalin makes her way through a crowd in Clayton, Mo., in December during a fund-raising lunch for former Rep. James M. Talent (behind her). Republicans are counting on her charm and image as a working mother.; 1. WHITE HOUSE PHOTO; 2. UNITED PRESS INTERNATIONAL

LOAD-DATE: May 15, 2002

The Hill

May 15, 2002 Wednesday

SECTION: Pg. 44

LENGTH: 717 words

HEADLINE: Eliminate the turf battles in the war on terrorism

BYLINE: By Sen. Arlen Specter

BODY:

Who will be in charge of Homeland Security to protect the American people in the event of another terrorist attack? Recent Washington turf battles suggest that critical question has yet to be answered even though former Gov. Tom Ridge (R-Pa.) has done an excellent job to date considering his limited power.

When warnings were received in mid-April regarding possible terrorist actions against banks, Attorney General John Ashcroft took charge making the announcement, preempting action by Ridge. When the Pentagon suspended air patrols over New York without input from Ridge, a special assistant to the defense secretary said Ridge wasn't told "about recommendations, only about decisions."

In regards to sensitive intelligence matters, Ridge admitted he was excluded from critical meetings on al Qaeda's ability to produce a radioactive "dirty bomb." Extensive experience in Washington has demonstrated that unless an official controls the budget and has clear-cut statutory authority, the turf battles will leave him/her stripped of power.

Ridge has said he does not need more authority because no one will say "no" to the president and all he has to do is walk down the hall. Seven months have shown that can be a long journey. Even if the president were able to personally resolve all turf disputes, the Office of Homeland Security needs to be institutionalized - which is traditionally done by an act of Congress. The next official in charge of Homeland Security and the president may not have the close relationship enjoyed by Ridge and President Bush.

In a bipartisan move, Sens. Robert Byrd (D-W.Va.) and Ted Stevens (R-Alaska) asked Ridge to testify on Homeland Security before the Appropriations Committee. When the invitation was declined, Byrd wisely refrained from issuing a subpoena, which would have fomented a constitutional crisis potentially involving a lengthy judicial struggle.

Instead, Byrd announced recently that the Appropriations Committee would proceed to do its work, adding that he was highly critical of the Bush administration for not making Ridge available to testify. It is my hope that there will yet be an accommodation on this issue so that Ridge will testify before congressional committees.

In declining to seek judicial intervention through enforcement of a subpoena, Byrd and Stevens are seeking a political solution on interaction between the

legislative and executive branches. The historic and classic analogy was made by James Madison in 1796 during negotiations on the Jay Treaty when President Washington declined to send requested documentation to the House. Madison affirmed that the president had a right to withhold the information, and that similarly Congress had the right to withhold appropriations.

No one would deny that Byrd is a master of the legislative process and is perhaps the most astute student of the Constitution who has ever graced the Senate. It would not be unexpected for Byrd to follow Madison's dictum.

In the context of seeking appropriations of \$38 billion, it may behoove the administration to find a way to cooperate with the appropriators.

Recently the Bush administration has suggested that there may be some modification of its policy on Homeland Security when Chief of Staff Andrew Card said that consideration was being given to the creation of a Cabinet position. Legislation could be enacted to give Ridge authority to coordinate the many facets of Homeland Security including border patrol, Coast Guard, Immigration, Customs and Federal Emergency Management.

Sen. Joe Lieberman (D-Conn.) and I introduced such legislation on Oct. 11, and that bill was revised on May 2, with Sen. Bob Graham (D-Fla.) as a cosponsor, adding coordination of terrorism prevention to the secretary's duties.

When President Reagan was shot and Vice President Bush was flying back to Washington in 1981, Secretary of State Alexander Haig left America worried and in doubt when he blurted out: "... As of now, I am in control here, in the White House ... " If the United States is attacked by terrorists again, we need to be sure whoever is in charge of Homeland Security has full authority to get the job done.

Sen. Specter, a Republican from Pennsylvania, is a member of the Appropriations Committee.

LOAD-DATE: May 15, 2002

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The Hotline

May 14, 2002 Tuesday

SECTION: NATIONAL BRIEFING

LENGTH: 2632 words

HEADLINE: BUSH: SEE NO BIOTERRORISM, HEAR NO BIOTERRORISM ...

BODY:

Ex-Pres. Jimmy Carter "contradicted" the Bush admin 5/13, "saying that during briefings with U.S. intelligence officials he was told there was no evidence Cuba is engaged in terrorist

activities or transferring dangerous technology to enemies" of the U.S. Sec/State Colin Powell "also cast some doubt on allegations that Cuba was working to develop biological weapons," telling reporters that the U.S. is "concerned" that Cuba "has the capacity and capability to conduct such research."

In Cuba on his "mission to improve relations" between the two nations, Carter "questioned the timing" of the admin's "allegations." Appearing with Cuban pres. Fidel Castro, Carter: "In preparation for this unprecedented visit, I requested, and we all received, intense briefings from the State Department, the intelligence agencies of my country, and high officials in the White House. One purpose of this briefing was for them to share with us any concerns that my government had about possible terrorist activities that were supported by Cuba. There were absolutely no such allegations made." Admin officials "said they stood by assertions that Cuba has at least a limited biological-warfare program and has shared such biotechnology with rogue states" (Lorente, Orlando Sentinel, 5/14).

More Carter: "I asked them specifically on more than one occasion: 'Is there any evidence that Cuba has been involved in sharing any information to any other country on earth that could be used for terrorist purposes?' And the answer from our experts on intelligence was, 'No.'" Just a "few days" before Carter left for Cuba, Undersec/State John Bolton "delivered a well-publicized speech" in which he asserted: "The United States believes that Cuba has at least a limited offensive biological warfare research and development effort. ... Cuba has provided dual-use biotechnology to other rogue states" (Fineman, Los Angeles Times, 5/14).

Carter "hinted" that the allegation "was an attempt to undercut his visit." Carter: "With some degree of reluctance, I would like to comment on the allegations of bioterrorism. I do this because the allegations were made, perhaps not coincidentally, just before our visit to Cuba" (Gonzalez, New York Times, 5/14).

NBC's Brokaw: "Jimmy Carter is the first American president since Calvin Coolidge to visit Cuba, and today he had a lot more to say than silent Cal. Carter, who was briefed by the Bush administration before leaving, was not happy that on the eve of his trip other administration officials were accusing the Castro regime of developing biological warfare." NBC's Mitchell: "Jimmy Carter, with Fidel Castro as his tour guide, today challenged a U.S. government claim that Cuba is developing germ weapons. In fact, he said White House, State Department and intelligence officials briefing him for this trip said told him they had no evidence of it either" ("Nightly News," 5/13).

NSA Condoleezza Rice: "There is plenty of reasons to be very concerned about what the Cubans are doing in this area. And what Undersecretary Bolton was doing was putting it on the agenda. Now how it's dealt with will depend in part on what Fidel Castro is willing to do. I will say that you can't show someone a biotech lab and be assured that they're not creating

weapons of mass destruction. That's not how biological weapons work. They're actually very easy to conceal. You need multiple measures to make certain that biological weapons are not being developed and transferred. But Undersecretary Bolton and I believe Secretary Powell today confirmed again our deep concerns about this issue" ("NewsHour," PBS, 5/13).

CNN's Snow, on Carter's biological weapons comments: "President Carter saying in his statement today that the answer given to him by U.S. officials was clearly no. Now Carter also said that he hoped, given what President Castro said yesterday about allowing him to have full and free access while he's here on this visit, that Carter hoped that others might be able to come to this country and observe and look into the scientists here and make sure or try to verify whether in fact there is any, any production going on of biological weapons" ("News Night," 5/13).

CBS' Axelrod: "From the outset, Jimmy Carter's trip here was billed as 'unprecedented.' A former US president has now publicly picked a fight with the current administration over Cuba, and he's done it here in Havana. Unprecedented? To say the least" ("Evening News," 5/13).

Ex-Sec/State Lawrence Eagleburger, on how the WH has handled Carter's visit: "Oh, I think it would have been far better for the White House to just leave it alone, but that doesn't say anything about President Carter. I wish he'd stay home where he belongs. You know, what he did and the things you've cited are examples of how he can't take a mission like this and play it straight. You will recall several years ago when Kim Il Sung was still the dictator of North Korea and some of us who are old enough fought in that war. We don't like him, Jimmy Carter embraced him, kissed him on the cheek." More Eagleburger on Carter: "I mean, he gets in the way. He didn't do any good. He probably didn't do much harm, but he certainly didn't advance the cause of getting Cuba into a different state" ("Crossfire," CNN, 5/13).

NOTHING LIKE A WAR OF WORDS

NBC's Russert, on Carter's trip: "President Carter was insistent that he wanted to go to Cuba, and the White House was not about to stop him. There's a long history that whenever a former president wants to get back into politics, it causes headaches for the current occupants of the White House" ("Today," 5/14).

CNN's King: "As to the specific allegation about this biological research, senior administration officials saying they don't want to get into what President Carter was or was not told about the U.S. evidence. What U.S. officials say is that they do have what they say are legitimate concerns that a lot of this technology -- pharmaceutical technology, biomedical technology has quote, 'dual purposes'" ("IP," 5/13).

NPR's Liasson: "I would say so far, Jimmy Carter's trip has been very good for Fidel Castro. I mean, today he said pretty much what Castro wanted him to" ("Special Report," FNC, 5/13).

Weekly Standard's Barnes: "One of the great myths in American politics is that Jimmy Carter, while a weak and poor president, has been a great former president. The truth is, he hasn't been a great former president. He's been a menace to presidents then in office, interfering in their policies in North Korea and Cuba" ("Special Report," FNC, 5/13).

CNN's Newman: "It's very clear that the Bush administration is not happy about this visit. And, as we understand, the Bush administration and rather President Bush himself is to make a major Cuba policy address on Monday, as soon as Jimmy Carter returns to the United States" ("IP," 5/13).

Castro's daughter Alina Fernandez, on Carter's trip: "I don't know what he's doing there. I mean, I always said that Jimmy Carter was drove to presidency because of his innocence. But I don't think he's acting innocently right now" ("Hannity & Colmes," FNC, 5/13).

WHERE'S FORD GOING TO GO?

Rep. Charles Rangel (D-NY), on the possibility of the WH using Bill Clinton and other ex-presidents to mediate in the Mid East: "It's my understanding that President Bush has asked former President Clinton to be his representative to one of the countries in working out some negotiating there and that no one has ever challenged the negotiating skills of Bill Clinton, and I think that he as well as Judge Mitchell and, also, George Bush senior should be used as advisers to this administration, especially in the Middle East, which seems to have no policy" ("Crossfire," CNN, 5/13).

CNN's Begala, on Clinton in the Mid East: "President Clinton, who I've talked to about this, has not asked for any role in the Middle East, does not seek any role, but was asked once, if he was asked by President Bush, would he go. He said of course. Why wouldn't George Bush ask him? If this offer fails, politically, he can always blame the Democrat. And, if it succeeds, Bush will get all the credit anyway because he's the president" ("Crossfire," 5/13).

REMEMBER WHEN THIS WOULD HAVE DOMINATED THE NEWS CYCLE?

"Dropping his longstanding opposition to new arms treaties with Russia," Bush 5/14 "announced a sweeping agreement" to "reduce the nuclear arsenals of both countries by approximately two-thirds over the next decade" (Kornblut, Boston Globe, 5/14).

While Bush "had vowed" during the '00 campaign "both to build missile defenses and to make a substantial reduction in the number of American offensive arms - with or without Russian agreement - he had clearly opposed etching the commitment into a

treaty that he feared would take years to negotiate and ratify. The brief agreement, which Russia also says it will sign, was negotiated with record speed. But in the end, Mr. Bush had little choice but to relent: Mr. Putin insisted on an accord that would bind Mr. Bush's successors, and both the Democratic and Republican leaders of the Senate Foreign Relations Committee wrote to Mr. Bush to make the point that the Senate has a right to approve or reject arms control agreements in the post-cold-war era, just as it did during the cold war" (Sanger, New York Times, 5/14).

Bush: "This is good news for the American people. It'll make the world more peaceful and put behind us the Cold War once and for all" (Mult., 5/14).

CBS' Roberts: "Even as they prepare to sign an arms control treaty, a new US intelligence report has raised alarms that Russia may be about to resume nuclear testing. Russian officials today called that report 'groundless,' but a White House official acknowledged the concern, saying today that, 'Russia has signed a declaration of a moratorium on nuclear testing, and we expect it to live up to its pledge'" ("Evening News," 5/13).

PALESTINIAN STATE BACKED AFTER LIKUD VOTE

The admin 5/13 "repeated its support yesterday for the establishment of a Palestinian state, a day after" Israeli PM Ariel Sharon's Likud party "placed a new hurdle in front of the struggling Middle East peace process by opposing the creation of a Palestinian homeland homeland in the occupied territories." WH press sec. Ari Fleischer: "The president continues to believe that the best route to peace is through the creation of a state of Palestine that can live side by side in security with Israel. That's what the president believes and that's what the president will continue to push for" (Sipress, Washington Post, 5/14).

HE WANTED TO TALK WELFARE REFORM

Bush "made his case for accelerating the government's welfare-to-work push" in a trip to Chicago 5/13, where he spoke at a UPS warehouse. Bush "introduced two women who went from welfare to UPS jobs," saying: "We can help America and be a compassionate, decent land, where hope can penetrate places of despair and despondency, by helping people find a job" (Benedetto, USA Today, 5/14).

Bush later appeared at a fundraiser for IL AG Jim Ryan (R), where he raised over \$2.2M for Ryan's Gov. campaign. But "as much as Bush's visit was aimed at boosting Jim Ryan's chances, it was also very much about seeding the president's own" re-election efforts, "with an eye toward" IL's 21 EVs. "In recent days, Bush has visited" OH, WI and MI -- "states in which Republicans are seeking to hold on to governor's mansions and that can be critical" to Bush in '04. WH aides "said privately they believe Bush's performance in office makes the Midwest much

more fertile political ground than in 2000, when he was an untested national candidate and more vulnerable to attacks" by Dems (Pearson, Chicago Tribune, 5/14).

WHO'S BEHIND THE CURTAIN NOW?

Washington Post's Milbank writes that "each day," Bush "finds himself drawn further into a blood feud between implacable foes. ... Typically, Washington chatter is about the intercine quarrels between" Powell and Defense Sec. Donald Rumsfeld. But they "are just pawns in the decades-old global chess match between" ex-NSA Brent Scowcroft and ex-Reagan official Richard Perle. The two have "relatively minor, advisory posts" in the admin but "each man has profound influence over Bush policies and officials in the competition for the hearts of the president" and NSA Rice (5/14).

National Review's Lowry writes on the 5/13 NYT story on the expanding role in foreign policy of WH counselor Karl Rove, noting the story is "interesting because embedded in it is the idea that there is something wrong with mixing politics with war, that war is to be always hermetically sealed from all political considerations. This is a common mistake, one to which conservatives are especially prone. ... You can't wage a war without public support, and rallying the public is an inherently political task. So, naturally, Karl Rove should advise Bush on how he presents the case for the war. But his involvement should go much deeper than that, because every aspect of a war has political implications. Say the administration had been considering -- to discuss a far-out hypothetical -- whether or not to firebomb Kandahar. That is a decision that obviously wouldn't just have military and diplomatic significance, but would have domestic political consequences as well. Why shouldn't Rove at least have a say, then, in the administration's deliberations over such a plan?" (5/14).

CNN's Novak: "There's just an awful lot of stories saying, 'My goodness, Karl Rove is advising the president so much.' Well, after all, he is the president's main adviser. Actually, on this one, I am told by the White House that the principal allegation against Karl Rove, that he recommended Deputy Secretary of Defense Wolfowitz to address the pro- Israel rally, which shouldn't be his business, that, actually, Andrew Card, the White House chief of staff, asked the national security director, Condoleezza Rice, 'Who would we send to the rally?' And she said, 'Let's send Wolfowitz.' So, if that is true, that is a bum rap on Mr. Rove. But the fact is, people from the State Department are leaking to The New York Times, critical of Karl Rove" ("IP," 5/13).

TAKING IT TO LEAHY'S HOME STATE

Ex-AG Edwin Meese and "two other conservative" GOPers "criticized" Senate Jud. Chair Patrick Leahy in VT 5/13 "for what they said was the slow pace of confirmations" of Bush's judicial nominees. Leahy aides "responded with a barrage of

statistics aimed at showing he had processed" Bush's nominations "faster than the Republican-controlled Senate did with" Clinton's. "It was a war of words that saw the two sides borrowing rhetoric from each other" (Gramm, AP/Rutland Herald, 5/14).

BEWARE ON THE FOURTH OF JULY?

CNN's Blitzer, on how the WH is reacting to July 4th threats on U.S. nuke plants: "They stress they believe the information may not be reliable at all. It comes, officials say, from a foreign government that has been wrong in the past. The original report in The Washington Times mentioned the Three Mile Island nuclear power plant in Pennsylvania. But U.S. officials say the intelligence information did not name any particular nuclear power plant. An official at the Nuclear Regulatory Commission said the NRC is not aware of any credible threat against a specific plant. Industry officials say not only is the information about the threat likely to be wrong, but security at nuclear plants is about as good as it gets" ("Wolf Blitzer," 5/13).

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MARK KLEIN, M.D.

(b)(6)

May 16, 2002

Mr. Andrew Card
Chief of Staff
White House
Washington, D.C.

NRN

Dear Mr. Card:

I wholly concur with incoming Israel Chief of Staff General A'yalom's comments in the Israeli press today opposing the return of George Tenet to the region in the near future.

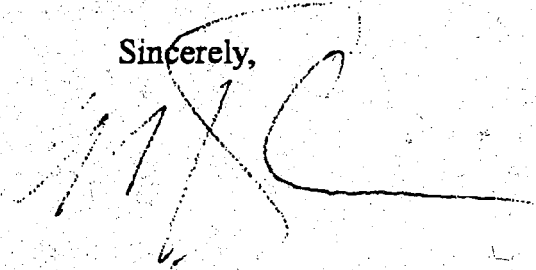
Since the Intifada started, every time high negotiators arrive terrorists launch new waves of terror attacks resulting in many Israeli civilian deaths and eventually even more Palestinian loss of life in retaliatory attacks. The visits end up terrorist photo-ops accomplishing nothing.

Any real chance for peace must come through secret negotiations. Oslo and the Jordan-Israel peace treaties would have been impossible to have achieved leaked to the press beforehand.

The prime beneficiaries of public mid-east diplomacy are today's Merchants of Death media whose profits hinge providing their customers the daily dose of murder, mayhem, vast property damage, sobbing widows, and interviews with smirking, Kalasnikov toting terrorists.

Time to get smart about achieving peace. Without secret diplomacy we'll never get the Israeli and Palestinian middle to shape a just and lasting peace.

Sincerely,



May 15, 2002

Photo Op-Portunism

By MAUREEN DOWD

Let me get this straight.

Democrats are supposed to stifle objections and smile adoringly at President Bush whenever the subject is the war on terrorism.

Anything else would be downright unpatriotic.

But the G.O.P. can bathe Mr. Bush in a beatific commander-in-chief light, exploiting the war on terrorism to sweep more Republicans into office, guarantee the president's reelection and gild the party coffers.

Anything else would be downright dumb — at least in a political jungle ruled by King Karl.

(Nobody is even supposed to point out that Osama and the Evildoers are still out there. At this rate I expect Barbara Walters to find them before Tommy Franks does.)

So now the White House gets caught peddling 9/11 commemorative photos. With all the class of a 1:30 a.m. infomercial for an electronic ab stimulator, the G.O.P. pitched donors, for a bargain price, a pictorial triptych of W.'s "defining moments."

A letter to contributors hawked the goods Franklin Mint style: "Specially commissioned, individually numbered and matted, this limited edition series is yours free for serving as an honorary co-chairman of the 2002 President's Dinner with your gift of \$150 or more."

See W. take the oath of office! See W. deliver his first State of the Union address! And, if you act now, see W. aboard Air Force One in the hours after the terrorist attack, talking to the vice president!

Fortunately for the Republicans, it's a photo and not a video. Otherwise we might hear the president nervously inquiring of his adult supervisor, "Hey, Dick, is it safe to come home yet?"

Even putting aside the fact that this "heroic" image captures the shaky hours before the president found his footing and his mission in life, a day of blank fear when Washington received no guidance from its leaders, it obliterates the White House's professed principle of not using Sept. 11 to divide.

Instead, Bushies are using that dark and sacred day to divide and conquer.

"At best, it is in very poor taste," says a Democratic official, Jim Jordan. "At worst, it feels sacrilegious."

Al Gore, who had his own fund-raising photo problems at the Buddhist temple, relished the role reversal: "While most pictures are worth a thousand words, a photo that seeks to capitalize on one of the most tragic moments in our nation's history is worth only one — disgraceful."

Bill Maher, who believes his ABC show "Politically Incorrect" got canceled because he got in trouble with the White House patriotism police for his post-9/11 gibes, said dryly, alluding to the Florida election standoff: "It's the inaugural photo that is exploiting a tragedy."

Asked if merchandising 9/11 was "morally correct," the never-illuminating Bush press secretary, Ari Fleischer, replied that "no objections were raised" by the White House to the party's use of the pictures.

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THE CHIEF OF STAFF
HAS SEEN

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"Any picture taken of the president in that context is a reminder of how this president has brought the nation together, Democrats and Republicans alike," he added, transforming a red-handed moment of partisanship into a glad-handing moment of bipartisanship.

Mr. Bush went to a Republican party gala last night and raised a record \$30 million. It was at the same gala two years ago that Mr. Bush vowed to change the tone in Washington and end "excessive partisanship" and what he cast as the craven tactics of the Clinton administration. In his campaign, he vowed that he wouldn't put the Lincoln Bedroom up for sale.

So he shouldn't put one of the worst days in our nation's history on the block, either.

The Bush crowd has a glaring double standard when it comes to opportunistic use of catastrophes.

A Times article this week suggested that this White House is politicizing all foreign affairs, which are measured and molded according to Karl Rove's electoral algorithms.

Between the lines of the complaints about Mr. Rove's rising influence, one could detect a pouting Powell. The secretary seems to have a bad case of Rove rage.

The idea that foreign policy has never been infected with domestic politics is extremely disingenuous. Especially in this administration, in which politics is everywhere and all the realms and all the portfolios run self-interestedly into each other like sauces on a plate of enchiladas.