

DEPOSITION OF SARA TAYLOR

DEPOSITION BEFORE THE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM HOUSE OF REPRESENTATIVES ONE HUNDRED TENTH CONGRESS

FIRST SESSION

JULY 27, 2007



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COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM,
U.S. HOUSE OF REPRESENTATIVES,
WASHINGTON, D.C.

DEPOSITION OF: SARA TAYLOR

FRIDAY, JULY 27, 2007

WASHINGTON, D.C.

The deposition in the above matter was held at 2247 Rayburn
House Office Building commencing at 9:10 a.m.

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FORM:

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Ms. SACHSMAN. On behalf of The Committee on Oversight and Government Reform, I want to thank you for being here today. I especially want to thank you for your willingness to come in today voluntarily, and I want to explain to you that we will do our best to be respectful of your time.

This proceeding today is known as a deposition. The Chairman of the Committee has sought this deposition as part of the committee's investigation into three matters: first, the involvement of the White House's Office of Political Affairs in directing or scheduling the travel of agency officials; the second is the involvement of the Office of Political Affairs in providing political presentations to Federal officials at various agencies; and the third is the use of RNC e-mail accounts by White House officials.

The person transcribing this proceeding is a House reporter and a notary public authorized to administer oaths. She will now place you under oath.

[Witness sworn.]

Ms. SACHSMAN. My name is Susanne Sachsman. I have been designated as majority counsel for this round of the deposition. I am accompanied to my right by David Leviss who is counsel for the committee, and we actually have a number of different committee staff members who are here.

Ms. AMERLING. Kristin Amerling.

Mr. BARNETT. Phill Barnett.

Mr. RAPALLO. David Rapallo.

Ms. LATTIN. Anna Laitin.

Mr. EGGLESTON. Is everyone here a Committee staffer, other than the court reporter and the three of us?

Ms. SACHSMAN. Yes. That is based on our Committee rules.

Would minority counsel please identify yourselves.

Mr. AUSBROOK. Keith Ausbrook.

Mr. CASTOR. Steve Castor.

Ms. SAFAVIAN. Jennifer Safavian.

Ms. SACHSMAN. Ms. Taylor's counsel, would you identify yourself?

Mr. EGGLESTON. Sure. I am Neil Eggleston and, with me is Mary Lovejoy who is actually a summer associate, so she's not quite yet a lawyer but she's working with me, and I'm at the law firm of Debevoise & Plimpton.

Ms. SACHSMAN. Before beginning the deposition, I am going to go over some standard instructions and explanations regarding the deposition.

Ms. Taylor, because you have been placed under oath, your testimony here has the same force and effect as if you were testifying before the Committee. If you knowingly provide false testimony, you can be subject to criminal prosecution for perjury and making false statements or other related offenses. Do you understand that?

The WITNESS. Yes.

Ms. SACHSMAN. Is there any reason you would be unable to provide truthful answers in today's deposition?

The WITNESS. There is not.

Ms. SACHSMAN. Under the Committee's rules, you are allowed to have an attorney present, and you do.

The deposition will proceed as follows. I will ask questions regarding the subject matter of the Committee's investigation for up to 1 hour. When I am finished, the minority counsel or a minority member will have the opportunity to ask you questions for up to one hour. Then there will be additional rounds of questions that alternate between the majority and minority.

The reporter will be taking down everything that you say, and we will be making a written record of the deposition. You need to give verbal, audible answers because the reporter cannot record nods and gestures. Also, for the record to be clear, please wait until I finish each question before you begin your answer, and I will wait until you finish your response before asking you the next question.

Do you understand that?

The WITNESS. Seems pretty clear.

Ms. SACHSMAN. If you don't hear or understand a question, please say so, and we will repeat or rephrase it. If I ask you about a conversation or event in the past and you're unable to recall the exact words or details, you should testify to the substance of such conversations or events to the best of your recollection. If you recall only a part of the conversation or event, you should give us your best recollection of those events or parts of the conversation that you do recall. Do you understand that?

The WITNESS. Uh-huh.

Ms. SACHSMAN. Ms. Taylor, do you have any questions before we begin the deposition?

Mr. EGGLESTON. Just before we start, I would like to say, I spoke to the White House yesterday and asked that they be present here today. And they told me the Committee had refused their request to be present. I just want to put on the record our objection to that.

As you know, she is a White House official, was a White House official. She is going to be asked about events that took place at the White House, I suspect. I don't know whether you are going to ask her questions that might implicate the privilege, but it is not surprising that the privilege is an area of hot contest between the White House and Congress right now, and we could be in a situation—she is a private individual. I am a private attorney. I do not represent the White House, do not protect their interests, and although she said before that she's respectful of the President's request that she not reveal matters covered by executive privilege, it is very difficult for us to make those determinations. I think it would have been more appropriate to have the White House Counsel here.

It could result in delays. There could be occasions where we go outside and call them. It may be that we are not able to answer questions because they are not here, and if they had been here, we would be perfectly willing to answer. So we object to the Committee's decision not to permit them to be present.

The WITNESS. Why can't they be here?

Ms. SACHSMAN. The Committee rules do not allow outside counsel to be here. So you are permitted to have private counsel, but the Committee rules don't allow agency counsel or White House Counsel to be present.

The WITNESS. The Senate rules didn't allow my attorney to sit next to me, but they allowed him to sit next to me anyway. I un-

derstand it's a rule, but clearly, at times, the rules have been changed for extraordinary circumstances.

Ms. SACHSMAN. It's my understanding that the only thing that the White House has claimed executive privilege for are the U.S. Attorney issues. And we are not planning to get into any of those issues today. So I think we will be at least quite clear of those issues if that is one of your concerns.

Mr. EGGLESTON. We understand you have made a decision, but we don't really know obviously what your questions are going to be, and the way the White House does these things is I think they hear about areas, and we don't quite know the questions, and so there is an uncertainty here. We think it would have been better to have them here. We understand you have made a decision. But we just wanted to put on the record that there could be frustrations here that would have been solved if they had been here. But we are prepared to go forward.

Mr. AUSBROOK. Let me make sure I understand, if there is a question that you think may implicate these privileges, you may ask for a moment to consider it and possibly consult with the White House on that.

Mr. EGGLESTON. Correct.

EXAMINATION

BY MS. SACHSMAN:

Q: Ms. Taylor, would you please state your full name for the record?

A: Sara Marie Taylor.

Q: And where are you currently employed?

A: I am currently employed at a media consultancy firm.

Q: What's your current position?

A: Partner.

Q: Before that, you were at the White House?

A: I was.

Q: And when did you leave the White House?

A: My last day was May 30th of this year.

Q: How long were you employed at the White House, and in what different positions?

A: I was employed at the White House on two occasions. I began with the administration and left in May of—well, May or June of 2003. I then returned February of 2005, departing May 30th of this year.

Q: What was your position from the beginning of the administration until May or June of—

A: I had two different positions in the administration. The first was I was an associate director in the Office of Political Affairs, and my previous job was as the director of Political Affairs.

Q: To whom did you report when you were the associate director in Political Affairs?

A: Ken Mehlman.

Q: And when you were the director of Political Affairs?

A: Karl Rove.

Q: In between that time, did you leave to work on the campaign?

A: I did. I worked on the re-election.

Q: What was your position?

A: I was a strategist.

Q: What were your official duties as the director of public affairs?

A: Director of Political Affairs.

Q: I'm sorry, Political Affairs.

A: My official duties were to work within the confines of the White House and the administration to help implement the President's policies.

Q: Can you explain in more detail, the President's policies regarding—it's Political Affairs, so that is somewhat confusing to us.

A: Again, I worked to help implement the President's policies. That could be any number of things. That could be working with the legislative affairs staff on legislation and legislative strategy. That can be working with State and local leaders to help build support for his agenda, his policies.

Q: Can you describe what percentage of your time was spent on different duties?

A: I'm not sure I understand the question.

Q: You said one of the things that you did was work with the legislative affairs staff. How much of your time in a week was spent on that?

A: Obviously it would depend what was going on. So when Congress was in session, it would be more. When they were in recess, it would be less. I worked with all the offices. One of the things that probably took up most of my time was the President's domestic travel, of which the Political Affairs Office serves as the project officer on all of his domestic travel. So if he's doing a trip somewhere within the confines of the United States, we are coordinating with Advance, with Scheduling, Speech Writing, with every office within the White House to make sure that that trip is a success and he's well—he has everything that he needs to be able to talk about whatever message he is there talking about.

Q: So one of the roles was to coordinate domestic travel for the President?

A: It was.

Q: And that included, I guess, policy events as well as campaign events?

A: It included all domestic travel, with the exception of, if there was something like a disaster, usually a natural disaster, Advance would, such a short-notice trip, they would just handle it.

Q: Can you tell me the exact dates that you worked—I'm sorry, that you were not at the White House. You said you left in May or June of 2003.

A: I don't recall the exact date. I believe that the last date—I just don't recall. I think I started with the re-elect sometime the first week of June, but I couldn't be for certain. I would have to go check for you. I returned, I believe February 1 was my first day, but it could have been that first week of February; may have been actually January 30th.

Q: Was one of your roles in the Office of Political Affairs to assist in campaign activities?

A: My role in the Office of Political Affairs was to help make sure the President was well served, well briefed and the limited amount

of time that he had to spend on politics was spent in a way that was most respectful of his time.

Q: Did you perform, I guess, separate political duties in your role as director of Political Affairs?

A: My understanding, all the staff members of the Executive Office of the President, of which I was one, are able to participate in political activity in their personal capacity. And so, you know, obviously, I am somebody who has a political background, and part of my job is to help advise the President on how he spends his time politically. That requires me to have a vast amount of knowledge to be able to make determinations on his behalf. And so, at times, in my personal capacity, I did engage in political activity.

Q: What were the—how did you determine whether the activity that you were doing was political or official?

A: A political activity, as I understand it, would be advocating the election or defeat of a candidate. And so if I was advocating the election or defeat of a candidate, I understood that to be political activity. If I was simply scheduling the President, I understood that to be an official capacity.

Q: What if you were scheduling the President for a campaign event where he was going to advocate the election of somebody?

A: It is always a tough call when you are in that job, to make sure that you are not doing anything on use of official equipment and official time. So I always just tried to err in the abundance of caution to make sure that I was not using government equipment for sort of political purposes. So certainly to the best of our ability, we always tried to make sure that while we were helping serve the President, and I think there are plenty of people who would argue that simply helping the President engage in his daily activity, whatever he chooses them to be, is all official, but out of an abundance of caution would always try to make sure I was using political equipment when I was doing those things.

Q: So just so that I'm clear, if you were helping to arrange for travel for the President in which he was going to go to a campaign event and advocate for the election of somebody, you would try and use political equipment for that?

A: To the best of my recollection, that's correct, yes.

Q: Because that would be a political activity.

A: Again, Susanne, I think that there are plenty of attorneys who would argue that if you are—if you work for the President, the President traveling on behalf of a candidate is an activity in the day of the President. And if you're working for him and you're simply facilitating his activity, that is an official activity in your official capacity as a member of the President's staff. Out of an abundance of caution, I always tried to use political equipment, just to be careful, just to make sure, just to be respectful of the office in which I served.

Q: When you did that, would you do that kind of planning during your free time or during official work time?

A: I have no doubt that all the members in this room here spend an enormous amount of time in their offices. I know I certainly did. White House employees are 24-7. It is not unusual to be dealing with problems with a domestic event at 6:30 in the morning or 11:30 at night. So I was pretty much on call 24-7. So, you know,

you have to, again, to the best of your ability, use your judgment when you're doing those things. That is what I always tried to do.

So, you know, planning the President's schedule, to me, regardless of what he's doing, is probably an official activity. Again, advocating the election or defeat of somebody is a political activity. And I would say that most of the things that my staff and colleagues within the Political Affairs Office did would largely be official activities.

Q: How about when you were—it's my understanding, correct me if I'm wrong, that one of the things that you did was keep sort of an enormous amount of polling data on different races as they were progressing.

A: I don't know if I would say I kept polling data. I certainly was a connoisseur of polling data. I served in a polling capacity at a couple points in my life, so I know a lot about it. But, yeah, I paid attention to that.

Q: Was that something that you did in your official capacity or would that have been something you considered to be political?

A: I think it would depend, Susanne. My job as the director of Political Affairs is to help advise the President, Vice President and others. And so if the President has a limited amount of time and it is my job to make sure that I am advising him on how to spend his time, I need to have an enormous amount of capacity and understanding of the political landscape of America.

If someone were to call me and ask me my personal opinion about their particular race, and they sent me their polling data, and I can't say that I know of a specific instance, that would probably be a political activity, and I would do that on my personal time. But simply reading a poll so that you are able to answer a question for the President of the United States, I would, again, would be official activity.

Q: You had a separate title of deputy assistant to the President. Did that separate title carry with it some separate responsibilities?

A: No. Just the structure of the White House.

Mr. AUSBROOK. Can we identify your other staff for the record, please? Your seventh and eighth staff person here today.

Ms. SACHSMAN. I missed them behind me.

Could you identify yourselves for the record?

Mr. SIEGLER. Matthew Siegler, majority staff.

Mr. BUFFONE. Sam Buffone, majority staff.

Mr. AUSBROOK. Thank you.

BY MS. SACHSMAN:

Q: When you took over as director of OPA, did you make any changes in the structure of the function of the office?

A: No, nothing substantive. Nothing that I recall substantive. I may have switched around some peoples' responsibilities a little bit, but nothing substantive.

Q: And as director of Political Affairs, how many employees did you supervise?

A: Let's see, it would depend on the time of the year and what was going on, but between 10 and as high at some point as maybe 16. But, again, it would sort of ebb and flow. There were people

who worked in other offices in which I would work closely with, who could argue I had a supervisory capacity over them in a functional perspective but not necessarily in a technical perspective.

Q: Would those people be in addition to the 10 to 16?

A: No, that's inclusive.

Q: What are you thinking about in the 10 to 16, are those generally people who are associate directors in OPA?

A: They are associate directors. They are staff assistants, yes.

Q: Then what would be the other groups that you would be functionally supervising but not officially?

A: There are people in the Strategic Initiatives Office. So I worked closely with a lot of those staff members because of sort of long-term White House planning. I worked very closely with Scheduling. I worked very closely with Advance. When you get toward the end—different times, depending on what the President's travel is, how much he is doing domestically, you could be more engaged with people, less engaged. Just sort of depends.

Q: Can you give me the names of these people?

A: You really want me to go through every name of the people I work closely with?

Q: How about the people that you were supervising?

A: People who worked for me in my office. Scott Jennings, Jane Cherry.

Q: What was Jane Cherry's title?

A: She was an associate director. The last assistant in that department was Jocelyn Webster. They hired somebody right as I was leaving, and for whatever reason—Jocelyn Webster, that is who worked in that capacity most of the time; Jonathan Felts, who was an associate director; Jon Seaton; Steven Soper; Brad Smith was my last assistant; Paris Dennard; Korinne Kubena; Trey Best; Nick Sinatra; Jason Huntsberry.

I don't want to miss anybody and if they read this will be offended.

Let's see, I am missing somebody. I will put my apologies on the record if I have forgotten somebody I worked directly with. Cliff Rosenberger, my favorite. It is not surprising, there is a lot of—there can be a lot of turnover, particularly depending upon the time of the year. I have had a lot of people work with me. Annie Mayol, somebody who has worked with me; she hasn't for some time.

Q: Did you have an assistant named Meridith MacIntyre?

A: Meredith was her official name. I did. She worked for me for about a year and a half. Wonderful girl, for the record. Very bright.

Q: I'm sure she will appreciate that. Who did you work most closely with from Scheduling?

A: Well, I worked directly with the President's scheduler Melissa Bennett often, and I worked with the President's surrogate scheduler, a woman named Mindy McLaughlin. But I really worked with the whole office because of the role of the Office of Political Affairs in helping coordinate the President's domestic travel, that each of the schedulers who worked for him would be involved in our trip processes.

Q: Who from Strategic Initiatives?

A: I worked very closely with Pete Wehner, who was the director of the office. I worked very closely with Barry Jackson. I worked very closely with a guy named Nick Thompson, and previously, before he left, a young man named Michael Ellis.

Q: And when you were an associate director at OPA, did you ever work under Matt Schlapp?

A: Matt was the deputy director of the Political Affairs Office when I was an associate director, so I guess in a technical capacity, that is correct, although I sort of functionally reported to Mr. Mehlman.

Q: Can you describe what the Office of Surrogate Scheduling does?

A: The Office of Surrogate Scheduling works to help make sure that if the President, Vice President, others in the administration aren't able to attend an event, that they find surrogates further to speak on behalf of the President, First Lady. They also work closely with the Cabinet agencies to make sure that they are out spreading the President's message.

Q: So it's my understanding from what you said that that is not within the Office of Political Affairs; it's separate?

A: Again, sort of back to my—sort of, technically, it is; the person worked for Scheduling. Because of the structure of the White House and the fact that you have the Office of Political Affairs, which is organized regionally, and most surrogate activity would take place outside of the greater Washington area, that you have a very close working relationship and, you know, sort of functionally, you know, worked very closely with the surrogate operation, yes.

Q: Do you know whether Mindy McLaughlin had other responsibilities other than scheduling surrogate events?

A: I don't. I mean, I suspect that she did. She was one of the President's schedulers for a long time. She knew that system inside and out, so you'd have to talk to her supervisor, but I suspect that she—everybody who worked at the White House wears many hats. There's plenty of work to go around.

Q: I'm going to show you a document that we will mark as Exhibit 1. I'm showing you a memo from Mindy McLaughlin and Sara Taylor to Doug Simon dated October 17th, 2006.

[Taylor Exhibit No. 1 was marked for identification.]

BY MS. SACHSMAN:

Q: Doug Simon was the White House liaison at the National Office of Drug Control Policy. The subject line is, "Director Walter's suggested event participation."

Have you seen this document or a version of this document before?

A: Possibly. I can't recall specifically seeing this document.

Q: Are you familiar with the fact that Mindy McLaughlin was creating these kind of documents?

A: I am.

Q: And do you know why you are listed as one of the authors of the memo?

A: She would have listed me as an author sort of as a reflection of my view on what I believed was a good use of an opportunity to go out and talk about what the President and the administration is doing to combat drug use.

Q: Would she have discussed the, I guess, suggested events with you before they got onto this list?

A: She may have.

Q: Would she have put them on herself, on her own?

A: She would likely have, you know, used a combination of talking to people, taking input from people within the office, with me. A lot of these members call a lot, and so she is probably trying to be helpful to them. We are trying to be helpful to them as they want to highlight what they are doing on behalf of combating drug use.

Q: Would you have reviewed these types of memos before they went out?

A: Possibly.

Q: By possibly, do you mean you reviewed some of them but not all of them?

A: Probably. That's probably a fair characterization. But I can't say for sure. I don't recall sort of reviewing every specific memo.

Q: It's my understanding from the documents we've received that she sent out these, at least in 2006, maybe 20 to 40 times each agency. I would assume you never saw each and every one of those.

A: I don't know.

Q: Are you familiar with how often they did go out to each agency?

A: No. I didn't know how often specifically they were sent.

Q: Can you describe what the process was for the creation of a suggested event lift for an agency?

A: Many factors. As a general rule, we want to work with these Cabinet Secretaries to help make sure that when they are out speaking on behalf of the administration on their respective activities, that their time is being well spent, that they're garnering a maximum amount of press coverage, that they're not in a situation where there's no crowd, there's no press.

And so, as a general rule, we get inundated; that office has historically been inundated with calls for help on any number of levels, so we tried to, obviously as a function of working with Members of Congress, building relationships, trying to be helpful, any number of factors would go into this.

Q: How would the members—the idea for the members originate? Would the Members call you, or would you reach out to some Members?

A: Members—it could be any number of—they could call me. They could call people in my office. We could be talking to them. They could come up. I spoke to Members of Congress and met with Members of Congress all the time, so I just couldn't say specifically. There wasn't any sort of clear clean sort of easy formula for developing a memo of this nature.

Q: Did you ever sit down and come up with the idea that, or anyone else in the White House, come up with the idea that we'd like to have an event for a specific Member of Congress?

A: There's no shortage of events you could do. I wouldn't say that I came up with, we want to have a specific event. A lot of times it was driven by sort of their interest, and we tried to be helpful. So I guess I don't really understand your specific question.

Q: By their interest, you mean the Congressman's interest?

A: A lot of times. Sometimes the Cabinet Secretaries were looking to promote whatever it is they were working on.

Q: If a Member requested events, would the Members, on this schedule, have asked the White House specifically for an event on drug issues, or would they have just asked for events from Cabinet Secretaries?

A: It could be—it was probably, again, I don't know specifically. It could have been either, but this is such a specific area that it would strike me that they probably wanted to do something on a drug issue in their area. And we may have made some suggestions if they called. It's possible it could have worked either way. When you have somebody who is good and does a good job, you tend to want to help that person work within the confines of their job to get their message out.

Q: By the someone you're talking about who's good, you mean the Cabinet Secretary?

A: You work with a lot of Members of Congress. Some of them are good on—good at speaking, and others of them—

Q: You don't need to finish the sentence. How many different agencies did you or the White House suggest events for?

A: I don't know. Most, many. I don't know how many agencies.

Q: And for those agencies where you suggested events, would this kind of memo go out to all those agencies?

A: Generally, yes.

Q: And when the information came back in, was this information kept in some kind of a way? What was the process for keeping track of these completed events?

A: What do you mean?

Q: Did you have a process for keeping track of the completed events?

A: Well, my understanding is, if you look at this, it says completed. And so I think that this process was just as a way to make—this specific document was a way to know what had been done. Keep in mind, if you are fielding calls from people and you are trying to make sure you don't forget something, I can't speak on behalf of the writer of the document, but this seems fairly obvious to me that this was a way to do that. And it is possible that I may have even suggested that she just keep track of it on one document so she doesn't lose track of it.

Q: When she got this information back in, are you aware of whether she kept a more macro list or information about what different agencies were doing? She obviously was getting back in a list from each of the many different agencies.

A: It strikes me that she may have, but I don't know for sure.

Q: I'm going to show you a document we'll mark as Exhibit 2. I'm going to call your attention to the e-mail at the bottom of the first page. It's from Mindy McLaughlin to a series of different people.

[Taylor Exhibit No. 2 was marked for identification.]

BY MS. SACHSMAN:

Q: And it says, White House liaisons, if you could please have your press shops send me any good clips from the media on any surrogate events your principals have done, especially if they are a result of the OPA request.

Could you look at the list of e-mail recipients?

You are welcome to take a minute.

A: Give me a minute, please, to read it.

Q: Will you look at the list of recipients of this e-mail. It appears to us, and we have looked up some of their names—are you familiar with some of these people?

A: I'm familiar with some of them.

Q: It appears to us that the e-mail went out to Commerce, EPA, ONDCP, Transportation, Interior, HUD, HHS, DOJ, USDA, NEA, NASA, VA, DHS, Education, Energy, SBA, Treasury and State. I know that is kind of a long list, but when you said these memos were sent out to approximately all of the agencies, would that be—

Mr. EGGLESTON. She actually—she didn't say "approximately." I think she said "many."

BY MS. SACHSMAN:

Q: In many of the agencies, would that be a list of the agencies that received these kinds of memos?

A: I don't know for sure.

Q: Are you aware of whether the State Department received this kind of memo?

A: You know, I don't know. It's possible we would have made a suggestion for Secretary Rice to do something based on a request that somebody had made. But I don't know if we would have put it in that memo format or not. It's possible that we—people ask for her constantly, as you might imagine. She mostly travels internationally.

Q: What about the Department of Justice?

A: Same. People ask for him a lot, but he rarely does things outside of the scope of his work here. But he does speak around the country. So we get calls all the time. The VFW would call us and say, we're having our national convention; can you get somebody to come speak? Every organization under the sun is poking at the White House to try to get them to have presence. So, yeah, we made lots of recommendations for people.

So it is possible; I don't recall ever seeing a memo to either of those individuals, but it is possible and probable that at some point in the course of my 2 years as director of the Office of Political Affairs that I would have recommended that they give a speech somewhere. And they may or may not have taken my advice. They probably didn't. But it is probably that I made the suggestion.

Q: For the different agencies that received these, would Mindy McLaughlin have been the person who prepared the list for each agency?

A: Most likely, yes. I believe that's the case.

Q: Is there someone else?

A: There's not two surrogate schedulers, so I assume it would have been her, yeah.

Q: Was anyone else also involved in the process of putting a list of suggested events together?

A: Well, again, very likely that—I mean, we get pinged on by tons of people constantly so the staff within OPA would make suggestions based on conversations they would have; the Legislative Affairs staff could call us, because they were on the Hill and ran into a Member who asked to have X, Y or Z speech done. We would obviously take that input, you know.

The one thing you want to do is, when you're trying to spread the President's message, is that you want to be everywhere, and you want to have your—but you don't want everybody there at the same time, so you're trying to have people in multiple media markets talking about multiple good works on any given week.

Q: What would have been your role in suggesting the travel? Would you have been involved in meetings with White House liaisons and chiefs of staffs in which you discussed these lists were going to be created?

A: You know, I don't think that formally. I'm sure I had conversations with people from time to time, but not that often. As is not surprisingly the case, when you run an operation, you tend to deal with the most worked-up of people. So if somebody wanted an event in their district, use any number of Cabinet officials, as an example, and they couldn't get it scheduled and then would finally call me and call me, and I would finally call somebody and say could you please call this Member or staff and work this out and tell them no or tell them yes or work it out.

Q: Are you aware of whether Mindy McLaughlin was having these kinds of meetings?

A: She may have. I don't know for certain. I didn't micromanage how she spent her day. I suspect that if your job is to work as a surrogate scheduler and the Cabinet officials are largely your universe of people with whom you schedule, you probably are meeting with those people or talking to them. But, again, I didn't look at her schedule.

Q: Do you know if there's a specific sort of conversation or instructions that went out to these agencies before these memos went out about what they were going to be about or what was expected of them?

A: I don't know specifically that there was. I suspect that—I suspect—the one thing is that all these agencies have attorneys, and so one of the things that we would always stress, as we would do on behalf of the President and Vice President who I worked for mostly, was to just make sure that, as they're planning their travel, as they're deciding what they're going to be doing, where they're going to do be doing it, who they're going to be doing it with, what they're going to be doing when they're there, so you're talking to their counsel so they know all the proper procedures.

Q: When developing the list—let's look at Exhibit 1 again. Can you tell me why these specific Members on this list were selected?

A: I can't tell you specifically why. Probably because they were calling the most.

Q: All of the people on that list who were Members were also candidates for election in the 2006 election. When developing the list of suggested events, did you ever consider whether the events would assist them in the 2006 election?

A: Doing an event for an official purpose is a perfectly appropriate activity, regardless of where you do it. So long as they're following proper procedures within their agency, they can travel to any number of places and talk about whatever it is they are working on, on behalf of the President.

Q: I understand that. But when you were determining this list of selected or suggested events, did you ever consider whether any of those events would assist any of those Members in getting re-elected?

A: I never considered that in an official capacity somebody would be advocating the election or the defeat of a candidate. I certainly considered that, you know, these were hot areas around the country; they were likely to get a maximum amount of press coverage for the administration. They were likely to have—I have a personal belief that a Member who is actively engaged in his or her district, who's got a staff that is working hard is going to produce a better experience for a Cabinet Secretary than somebody who's not. So there are a variety of factors that go into this, and obviously, our goal in the administration is to maximize press coverage for whatever issue somebody in the administration happens to be addressing.

Q: Did you ever consider whether or not these events would help the candidates on their re-election?

A: Again, Susanne, I did not consider that a Cabinet member doing an official event would advocate, an official event in an official capacity, the election or defeat of a candidate. I considered that this would be a good experience for the Cabinet official because it would be an opportunity to talk about an issue that the President cares about. It would be an opportunity to draw a maximum amount of press coverage, that it would be an opportunity for the Cabinet Secretary's time to be well spent because presumably many of these Members had staff that were focused on making sure events were well attended. So there is a confluence of reasons as to why you would want your Cabinet official to be in an environment where they were maximizing press coverage for the issue which you care about.

Q: Would you agree that it would help the candidates to have, in their re-election efforts, to have events with a Cabinet Secretary?

A: I do not agree that a Cabinet Secretary not advocating—a Cabinet Secretary is not advocating the election or defeat of a candidate. The Cabinet Secretary or Cabinet official is speaking about an issue in which they work on and—I'm sorry, I'm not finished. So—ready to go? All right.

So the Cabinet official speaking on behalf of the issue in which he or she is working on behalf of—in an official capacity is about highlighting the works of the administration or the works of an official Member of Congress or official Member of the Senate or a Governor or a State or local official that they are partnering with, and you know, you are making an assumption, Susanne, that here

Director Walters only did events with these people. You're making an assumption that these were the only people at these events by the way that you have phrased your question. I don't know that that's the case.

Q: Let me just try and ask you questions with no assumptions within them, that are very specific, and if you can try and answer the specific question, I think that would help. You have a lot of campaign experience; right? Or some amount of campaign experience?

A: I have some campaign experience.

Q: As somebody in the campaign, would you agree with having a Cabinet Secretary appear in conjunction with an official event with your candidate would help your candidate in the election?

A: Not necessarily.

Q: Is it something that you would have sought out?

A: Not necessarily.

Q: In what cases would it not help your candidate?

A: It would not help the candidate if the Cabinet Secretary was there and said something that was counter to the candidate's view on an issue. It would not help the candidate if no press showed up. It would not help the candidate if the event was poorly attended. It would not help the candidate if, again, the person, official, speaker, whatever you want to call this individual, didn't advocate their election. You can stand up all you want in a room with people and talk about an issue, but if you don't tell the audience to vote for the person, I don't know that it does him or her a lot of good.

Q: So you're saying it doesn't help one of these Congressmen trying to get re-elected to have an event with the Cabinet Secretary talking about policies?

A: I don't know that it does.

Q: Could it ever help?

A: In a theoretical sense? I mean, you're asking me, could it help? I'd have to sort of look at every specific instance, read every clip, understand who spoke at the event. I don't know who else was at these events. For all I know, a mayor could have spent most of the time speaking at this event.

Q: Would a campaign ever seek out an event with a Cabinet Secretary on purpose?

A: Well, okay, again, a campaign might do that, a Member of Congress's official staff might also do it. So there are two separate entities. So a campaign could do that, and they may, and they could do a political event, and that would be perfectly appropriate. The Congressman's official staff may be wanting to work on an issue that they are working on behalf of, and they may seek out a Cabinet Secretary to highlight the issue, and that would be perfectly appropriate. So they are to some degree mutually exclusive.

Q: Would it be helpful for a—well, let me rephrase. I'm going to ask you this sort of question again because I feel like I'm not quite getting an answer to it. I'm going to go back to my original question. Was the fact that these Members were up for re-election one of the factors that you considered when you suggested them for these events?

A: I consider lots of factors when I suggest events. I consider how the Cabinet Secretary is going to—how the Cabinet Secretary or of-

ficial is going to—what the total experience is going to be for that person. Are they going to have an opportunity to maximize press coverage? Are they going to have a good audience? Are they going to be able to highlight the good works of the administration? Are they going to be in a media market that has not been touched by the administration in a very long time, and we should have somebody there talking on behalf of the President? Is there going to be a cooperative group of people, staff on the ground to help assist that person? So I consider lots of factors.

Q: And out of those factors, is any one of the factors that you consider whether it will help out the person in their re-election?

A: I do not consider in an official capacity that somebody would go in their official capacity and advocate the election or defeat of a candidate.

Q: That's not my question. My question is when you put the names on that list, did you ever consider whether or not putting the names on that list would help out those candidates?

A: I consider that an official event is an official event; a campaign event is a campaign event. An official event is one in which you're highlighting—you're assuming that these people don't do anything other than campaign. That's what you're assuming when you ask me that question. So, again, an official event is an official event; a campaign event—where you advocate the election or defeat of somebody is a political event. They are two separate functions.

Q: I'm going to—I'm asking a yes or no question, and I would like to get a yes or no answer.

Mr. EGGLESTON. She's given her best answer to your question a half dozen times. You can keep asking it, but she's given the answer, and you're not allowed to insist she give a yes or no answer. She can answer the question in the best way that she can.

BY MS. SACHSMAN:

Q: Did you, when putting the list of these—these names on this list, did you never consider whether it would assist them in their re-election?

A: I consider lots of factors when I'm putting together events or suggestions for somebody to consider in the multitude of invitations they get. So these individuals have a lot on their plate. They're thinking about many different agencies within their agency. They're thinking about, how do I go—I have got to do this thing in Phoenix; maybe I can make two stops along the way. So I can't go to Rhode Island because that is out the way.

You consider lots of factors when you do this. An official event is designed to highlight the works of the administration, and a political event is a political event designed to advocate someone's election. They're separate entities, separate deals.

Ms. CASTOR. I think we're up on the 1-hour point, which, if I'm not mistaken, is time to stop and offer the witness a break and also switch it up so the minority staff can have its chance to ask the witness questions.

Ms. SACHSMAN. I think we'll go off the record and take a break. Do you need an actual break, or move into the next session?

Mr. EGGLESTON. I can use an actual break.

Mr. SACHSMAN. Five minutes, is that enough?
[Recess.]

EXAMINATION

BY MR. CASTOR:

Q: Ms. Taylor, thank you for coming in this morning. As I understand it, the Chairman wrote to you, was it last week, inviting you to come in today in for a deposition?

A: We received that letter last week. No, maybe 2 weeks ago.

Q: July 17th, was that the first you heard that the Committee was interested in speaking with you?

A: To the best of my recollection, yes, I believe that's correct.
Is that right?

Mr. EGGLESTON. Yes.

BY MR. CASTOR:

Q: Is it fair to say the Committee reached out to you and initiated contact?

A: They did.

Q: You didn't notify the Committee that you have information regarding one of the Committee's investigations; did you?

A: I did not.

Q: In the July 17 letter, on page 9 of a 10-page letter: You're invited to appear for a voluntary deposition on or before Tuesday, July 24th.

I just wanted to ask you whether the term voluntary, what that word means to you. Did you have an understanding that if you declined that invitation to appear voluntarily, that you would be—your appearance would be subpoenaed?

A: That was my understanding, that I would be subpoenaed.

Q: And it was in your interest—you decided that you didn't want to be subpoenaed, that you would rather come in without going through that process?

A: Yeah, sure, I would rather not be subpoenaed, but I am also perfectly happy to answer the Committee's questions.

Q: You were also advised that your attendance was requested at a hearing; I believe the hearing has been scheduled for Monday?

A: I understand that.

Q: Did the Committee ask you whether or not any further time would be requested of you other than 2 full days plus the presumably 1, 2 or 3, 4 days in preparation for today? Was any more time asked of you?

A: No. Not at this point, no.

Q: Assuming that you're here all day today, here all day, and for a good portion of Monday, how many 8-hour days do you think in total you will be volunteering here for the Committee?

A: Probably at least 5 or 6, maybe more.

Q: Well, thank you.

A: I appreciate you noting it because, obviously, I am a private citizen. I have responsibilities now to employers, to people who work for me, to provide for them, and this obviously takes up time away from those activities.

Q: I believe it was Exhibit 1, was that the list of all the events for the director of ONDCP?

A: It is a list of suggested events. I don't believe that it is a list of all the events. The ONDCP director, I don't really know how many events he did. I never really looked at his schedule.

Q: When I first saw that list, I wondered if this was all the director's events, and so to find out whether it was, I called ONDCP, and I asked them whether that list was a comprehensive list of all the public events the director had done. They said no. And I said, did the director do any events with Democrats, because this list here, Exhibit 1, only has Republicans listed? They told me no, that the director has done events with Democrats. I asked them to give us a list, if they had one, wasn't certainly giving the agency a homework assignment, but they did, they provided—are we up to Exhibit 3?

For purposes of identification, this is an undated memo from Evan McLaughlin.

[Taylor Exhibit No. 3 was marked for identification.]

BY MR. CASTOR:

Q: I have no idea whether Evan McLaughlin is related to Mindy McLaughlin, but I do know they are different people, and I do know Evan McLaughlin is a staffer over at ONDCP; I believe in the Public Affairs shop, if I remember correctly.

He's not there any more?

Anyway, if you look through these events, it's very similar to Exhibit 1, except it has some additional items on there. March 7th, for example, there is a meth recognition event with Iowa Governor Tom Vilsack, a number of other elected officials, some of which are Democrats, some are Republicans, in Des Moines.

A: Yes. Great city, for the record.

Q: Indeed. You're from Iowa, are you not?

A: I am.

Q: March 8th is another event that doesn't appear on the Exhibit 1 list. It is also a meth recognition event with Oklahoma Governor Brad Henry—

A: Uh-huh.

Q: Who is a Democrat.

A: He is.

Q: And there is a couple of other officials listed there that are Democrats as well; looks like three Democrats, one Republican, if Mr. McLaughlin's document here is accurate.

A: I see this document.

Q: You haven't seen this?

A: I said, I see it in front of me, yes.

Q: July 28th they went up to Philadelphia.

A: It appears so, yes.

Q: For a meeting with Mayor John Street. That doesn't appear on Exhibit 1's memo; does it?

A: No. I don't believe so.

Q: On the Evan McLaughlin memo, there's a meeting May 1 with Denver Mayor John Hickenlooper.

A: Yes.

Q: May 1. That meeting does not appear on Exhibit 1.

A: June 5th, Jerry Weller.

Q: June 5th, Jerry Weller, that doesn't appear either?

A: July 19th, Tom Potter. I don't believe that appears.

Q: May 8th, meth roundtable with Congressman Richard Pombo, Congressman Dennis Cardoza. Representative Cardoza is a Democrat; is he not?

A: It's my understanding he is, yes.

Q: Looking back to the Mindy McLaughlin memo, the May 8th event, it has Congressman Pombo, but it doesn't have Congressman Cardoza.

A: That's correct.

Q: I may have the opportunity to get into it later, but some information provided by the Department of Transportation also shows a similar pattern. The Secretary had events with Democrats, and the same with the Secretary of Commerce.

A: Uh-huh.

Q: For an event to land on the ONDCP director's schedule or any Cabinet Secretary's schedule, it is the product of any number of reasons.

A: Right.

Q: The Member of Congress may request it.

A: Uh-huh.

Q: The agency may determine on their own for outreach purposes that their mission and their plan for the year would be furthered by attending a public event in a city with an elected official.

A: Uh-huh.

Q: I believe you mentioned earlier somebody on the Hill might mention to a White House Legislative Affairs person that a Congressman would like an event with a Cabinet Secretary, or the President, and that's another way that a public event might come to be—

A: That's correct.

Q: I imagine there are other reasons why a public event, what the genesis of a public event is; maybe a local community, a local sheriffs' association decide that they would like to have a Congressman there, and maybe the Congressman reaches out to a Cabinet Secretary because he hears that the Cabinet Secretary is in town. There really is an endless number of reasons which would be the genesis for a public event; is that fair to say?

A: I think that's a fair statement.

Q: Going back to some of the events for the ONDCP folks, the next exhibit is an April 14th letter from Congressman Patrick McHenry.

[Taylor Exhibit No. 4 was marked for identification.]

BY MR. CASTOR:

Q: And I'm going to hand that to you.

A: Thank you.

Q: In the April 14th letter, Mr. McHenry invites the director of ONDCP to participate in a public event, or at least come to the 10th District of North Carolina.

A: Uh-huh.

Q: Going back to the Mindy McLaughlin memo, it turns out, August 10, the ONDCP director indeed visited Congressman McHenry's district for a public event.

A: Yes. Appears so, yes.

Q: Now if an event comes in through the White House, whether it's the White House Legislative Affairs shop or it's some other individual at the White House, and that White House staffer reaches out to the agency, makes the agency aware of a potential opportunity for a public event, are all of those events, do they end up being scheduled?

A: They don't all. I mean, it will depend. I think that most members of the President's Cabinet and sub-Cabinet try very hard to travel the country, communicate directly with Americans, draw attention to what it is that they're promoting. They do their best to get as many places as they can, but they're not always able to meet every scheduling demand.

Q: This is page 2 of the Mindy McLaughlin memo, the number of events that were either retracted or regretted or canceled. Do you know the difference between those three words?

A: To the best of my knowledge, retracted means the invitor decided they didn't want to do the event. So they may have made the request, and then they called back later and said, this no longer works on our schedule to be there, or the facility is unavailable, or what have you. I believe that's the case.

And then canceled, I believe—regretted means, obviously, we turned down the event—not we, but the agency turned down the event. And canceled, I'm not really sure what the difference between canceled and retracted would be, but I believe retracted means they canceled at the last minute. Maybe canceled was on our part; retracted was on their part. I'm not really sure. Obviously, trying to think through this, from somebody who was doing it, they are probably trying to keep track so when possibly somebody called back a month later to complain, they could remind them in fact you're the person who retracted it. I don't know.

Q: You probably don't remember, or I guess I will ask you, do you remember any of the specifics regarding the retracted October event with Jeb Bradley, the retracted event with Governor Perdue, the retracted event with Hostettler?

A: I'm sorry, I don't.

Q: If someone, whether it's White House Legislative Affairs or some other staffer at the White House thinks that an event with Congressman Renzi and the head of ONDCP, the director, might be a good idea, that person might reach out to the agency and ask them if an event might make sense, and if the agency determines that it's not within their mission or doesn't fit in their time schedule, could that be one of the reasons that the word regretted appears next to some of these?

A: Absolutely.

Q: Congressman Renzi's office may have called the White House?

A: Possibly, yes.

Q: In turn, the White House may have reached out to the ONDCP?

A: And said, we want to make you aware of a request for the director. That's a highly probable scenario.

Q: And you wouldn't know necessarily why the agency turned down.

A: No, I don't know why they would have turned down the specific event. It probably, as you pointed out, decided it may not have been within the mission of the office. He may just not have been able to physically be there during that time. I just don't know.

Q: When this list was published on the Committee's Web site and the letter came out July 17th, we called Governor Perdue's office and asked him if they had any information regarding this event. And they told us that there was some discussion about an event, but it didn't work for the Governor's schedule, and consequently, the event never came to pass.

We had testimony earlier this week, an official from ONDCP, and apparently, the Santorum event, the gist of it, the agency determined it wasn't within their mission; it wasn't one of the programs that they were advocating for. And they told the Senator's office, we heard testimony that they decided not to have the event.

So I use those examples to illustrate that, as part of the ordinary and regular course of business, events maybe come into the White House; they go out to the agency; and for whatever reason, they may not happen.

A: Absolutely.

Q: And they show up on memos like this.

A: Uh-huh.

Q: If a Democratic Member of Congress called the White House and wanted the director of ONDCP to attend a public event, would anyone in the Office of Political Affairs or any person that you are aware of from the White House decline the event based solely on the reason that it was a Democrat calling?

A: I don't—I can only recall getting one call from one Democratic Member of Congress ever. I just, as a general rule, they never called us. I think they preferred to deal with the Legislative Affairs staff, for whatever reason. But I do recall getting one call from a Democratic Member of Congress.

Q: So it's fair to say that, on a regular basis, the Democrats here on the Hill don't reach out to the President's Office of Political Affairs?

A: I have never, like I said, I don't recall them ever doing so. It's possible we would call them if the President were traveling in their district. Generally, the Legislative Affairs Office would handle that responsibility. But it's possible, if we were under a time crunch, we would call them and let them know where the President was going to be. If we were in a Democratic Member's district, we would always invite the Member whose district the President was in for an official event, and we would invite that person to either greet the President or meet with the President if he or she wanted to.

So that would really be our only contact with Democratic Members, not really by design but by the way it worked.

Q: So is it fair to say, if the President is going being to Philadelphia, you would call Congresswoman Schwartz's office and advise her?

A: Yeah, or somebody in the White House would call and say, the President is going to be in your district and touring this facility, and they would almost always be invited if we were in the district.

There may be extraordinary circumstances where we didn't invite Members. But that was unusual.

Q: But it was ordinary and customary to reach out to the Congressional delegation, whether Republican, Democratic or Independent?

A: That's correct. A lot of times it would be the Legislative Affairs that would do that. They would actually reach out to all Members of the Congress, but because we were, functionally, the trip—we were functionally the project officer on the trip, a lot of times there is a lot going on; sometimes those responsibilities would fall to us so that—or we may be working with the Advance staff on the ground directly and sometimes on these bases where the President lands. It's complicated getting on the base. Members usually don't have trouble.

But there may be reasons why you may be calling the Democratic staff. I recall as an AD calling Democratic offices just to make sure they knew where to go, that the President is going to be there, if there was a time crunch, or if I couldn't find the Leg staff.

Q: So you do more than notify; you actually work with the offices to help them help facilitate their presence?

A: We would, if the Leg Affairs staff wasn't, for whatever reason, doing so. Or if there was a change last minute and it was over a weekend and we were in the office anyway, we may track somebody on their cell to say the President is landing at the main airport, not the air base, so make sure the Member, if he is greeting the President, arrives here, not there. Whatever we can do to sort of help facilitate the President's travel. That was generally the only time we would have contact with them. Like I said, I only recall ever receiving a call from a Democratic Member one time.

Q: I think I read recently the President was in Philadelphia and Senator Specter went on Air Force One with him up to the event.

A: Yeah.

Q: Are Democratic Members ever invited to ride with the President to an event that's happening in their district?

A: Typically, they are. Again, there can be reasons why we wouldn't invite Members to travel with the President. Sometimes the President may be doing his national security briefing on the ride, and therefore, he wouldn't have time to spend with them, and he would feel uncomfortable inviting them to travel and not spend any time with them, so we would not invite them.

But as a general rule, we would develop sort of a consistent policy of, now, if the President was in a district of a Member, we would invite the Member and we may invite all the surrounding Members. And then if we invited one on the plane, we would usually invite them all. Again, not every situation is exactly that way. There may not be seats on the plane, for whatever reason. But as a general rule, we tried to be consistent. And certainly, an official trip is an official, trip and it is treated as such. And therefore, partisanship is not—you know, Democratic mayors, whatever.

Q: And in addition to traveling with the President on Air Force One, if there is other greeting opportunities for Members of Congress when the President lands, such as meeting the President when he gets off Air Force One, shaking his hand and so forth, is

it fair to say that you might reach out to the Congressional delegation, and some Congressmen might travel with the President on Air Force One and other Congressmen, if they're already in the district, might meet the President?

A: That's right. Often that is the case, yes.

Q: Has that happened with some of the Cabinet Secretaries, sometimes?

A: I suspect that it does. I just never got involved in their trip planning process. And as I can see from the memo, the exhibit you provided, clearly, they were engaging in official events, following what appears to be the same guidelines that the White House followed when they did official events. And so I can only assume that they would in fact arrange opportunities to greet. Obviously, these Cabinet Secretaries don't travel with the accoutrements that the President does.

Q: One of these events on the Evan McLaughlin memo that didn't make it to the Mindy McLaughlin memo, such as the March 7th Vilsack event or the March 8th Henry event, the July 28th meeting in Philadelphia, do you have any knowledge whether the agency staff would reach out to the White House, whether it's Mindy McLaughlin or someone else in the Office of Political Affairs, and notify them that the ONDCP director or whatever Cabinet Secretary it might be is having a public event with a Democrat? Does that type of communication ever happen?

A: I don't know. It's possible it did, but probably not. We weren't really their minders. They had lots of staff; attorneys look at all this, Leg staff. I mean, they have their people to facilitate their travel just as we facilitate travel for the President.

Q: Let me ask you, do you remember if anyone in the ONDCP notified the White House that the director was going to be at a March 7th event with Governor Vilsack?

A: I don't recall. I don't recall being made aware of that.

Q: Would the White House ever tell an agency—let's say that information was communicated to the White House. Do you ever recall a situation where the Office of Political Affairs would instruct a Cabinet Secretary or agency head not to have an event because a Democrat was there?

A: I can't recall any.

Q: So it's fair to say that the Office of Surrogate Scheduling, if that's what it's called, Mindy McLaughlin, or your former office, the Office of Political Affairs, doesn't exercise a wide range of control over the schedules of the Cabinet Secretaries; is that fair to say?

A: I think it's fair to say. Certainly she, we, others make suggestions, and these agencies hire people to make determinations about whether they should or should not, whether they can or cannot do these events.

Q: For some of these events, you keep track of where the Cabinet Secretaries are and what they're talking about and sometimes you don't; is that correct?

A: I'd say it's probably more that you don't. You make a suggestion because somebody called you and asked for your help, and one of my jobs, working on behalf of the President, is to be helpful to Members of Congress, to work with them. So we try to be helpful.

And we're not always able to be helpful, but beyond that, I don't really—my time is spent working for the President and Vice President and as is the staff that I supervised. So we didn't really sort of keep tabs on what somebody did or didn't do or who was at the event or who invited who or what the event was.

Q: Mindy McLaughlin reported to you; did she?

A: She did not report to me. In a technical sense, she reported to the director of Scheduling, but because my office is an office—the only office other than Media Affairs office that was organized regionally, and we had multiple contacts with regional representatives, whether in the Congress or State and local government, and most events take place outside the confines of the greater D.C. area, we worked very closely with her. And so, in a functional way, she reported to me but not in a technical way. She reported to her—to the director of Scheduling. And we worked very closely with her. But I would help her because of my knowledge of the United States.

Q: Was her desk close to yours?

A: She did not work within the Office of Political Affairs. She didn't have a desk in our office. She worked in the Scheduling Office.

Q: I would like to illustrate how some of the events on the Mindy McLaughlin list may have come to be. First is something from Congressman Doolittle's office.

On the Mindy McLaughlin memo—this is something that I asked for from Congressman Doolittle's office. I don't mean to shield the genesis of the document. When we saw the July 17th correspondence, we reached out to some of the Members and asked them, do you know about some of these events? Maybe you can help us understand it. And the folks from Congressman Doolittle's office told us, I believe, the Congressman was sponsoring a meth week or involved in a meth week, and he wanted somebody from ONDCP to join him at a public event.

This is an e-mail I believe from his office over to ONDCP asking for the director's participation in an event. As it turns out, the deputy director appeared, I believe the deputy director appeared with Congressman Doolittle in his district on April 11th and 12th.

[Taylor Exhibit No. 5 was marked for identification.]

BY MR. CASTOR:

Q: In looking at this communication from the Congressman's office to ONDCP, does this seem like an example of the type of invitation that agency heads received from Members of Congress?

A: Again, I did not pay particularly close attention to the specifics of what each event was trying to highlight, but as a general rule, yes. I believe that the staff in the House of Representatives respects their responsibilities in their official capacity and are working on various issues and trying to highlight them as well. So I can only assume that the staff would in fact put together an event like this.

Q: The next is—this is regarding Congressman Chabot. I'm marking this Exhibit 6. I believe this was produced to the committee from ONDCP.

[Taylor Exhibit No. 6 was marked for identification.]

BY MR. CASTOR:

Q: I will let you read it.

A: I'm sorry. I was waiting for your question.

Q: It appears Mindy is writing to Doug Simon at ONDCP about Congressman Chabot's having a drug event in his district. She writes, Congressman Steve Chabot in Cincinnati is requesting a drug event in his district.

This is February 23rd, 2006.

A: Yes.

Q: Looking at the Evan McLaughlin memo and the Mindy McLaughlin memo, the Congressman had an event with ONDCP on September 18th.

A: Uh-huh.

Q: Would you look at the Evan McLaughlin? It also shows that the director of ONDCP met with the mayor of Cincinnati, Mayor Mallory, a Democrat. And, again, this happened in September.

A: Uh-huh.

Q: So it looked like it took a while for this event to materialize, but it ultimately did happen.

A: Uh-huh. That is in fact correct.

Q: Do you have any knowledge of this specific event and how Mindy became aware of it?

A: I don't. I don't have any specific knowledge of it. Could have come in from any number of sources; our office, someone else. Sometimes people figured out there was a Surrogate Scheduler at the White House and called the person directly. Could be any number of reasons.

Q: Based on your understanding of the process, somebody from his office may have reached out to Mindy directly?

A: It's possible. They may have reached out to me, and I don't remember them doing it. It could have come from—someone from Leg Affairs could have called, someone from my office.

Q: Someone from the Congressman's office might have called the White House Legislative Affairs person that he works with?

A: It's possible, yeah.

Q: Or that she works with.

The next, I'm marking Exhibit 7, regarding Congresswoman Wilson, dated March 1, 2006.

[Taylor Exhibit No. 7 was marked for identification.]

BY MR. CASTOR:

Q: Mindy writes to Doug, We talked with Heather Wilson's office, and they would love to have an event in the Albuquerque area. They actually mentioned hitting the Native American part of her district for this one.

It gives point of contact information.

A: Uh-huh.

Q: Do you remember how the Heather Wilson event—turns out it happens April 12th, according to both Evan McLaughlin and Mindy McLaughlin's memos; do you have any specific recollection of that particular event?

A: I don't.

Q: It seems from reading Mindy's e-mail—without speaking with Mindy directly, we don't know—but it seems as if she had been speaking on the telephone with Congresswoman Wilson's office about a potential event. Are you able to determine who initiated the contact with the Congresswoman's office just from this e-mail?

A: I can't. Could have come in from, again, any number of places. The Congresswoman could have mentioned it to me directly. Her chief of staff could have called the regional director. Mindy may know somebody in the office. I don't know.

Q: Mindy writes, They actually mentioned hitting the Native American part of her district for this one.

As you read that, does that sound like Mindy is reporting to Doug what Congresswoman Wilson's staff told her?

A: Yes, that seems fairly clear to me that the Congresswoman's congressional staff wanted to do an event with the director or somebody in the office in one of the reservations or one of the areas in her district in which there was a high number of Native Americans living.

Q: This next exhibit is being marked Exhibit 8.

[Taylor Exhibit No. 8 was marked for identification.]

BY MR. CASTOR:

Q: Let me know when you are done reading it?

A: I have read it, thank you.

Q: It's an e-mail dated June 6th, 2006, from Mindy McLaughlin to Doug Simon. Do you know Doug Simon?

A: I think I met him maybe one time. I'm pretty sure I met him once. I can't say I know him well.

Q: He was in the newspaper yesterday. Did you see that?

A: No. I'm no longer required to read six or seven newspapers in the morning.

Q: We had Doug in this week. He was the White House liaison for the agency.

A: I understand that to be the case.

Q: If I understand correctly, Mindy's role from what you have said and what Doug told us, when organizations, Members of Congress or any group asks for the President, it gets funneled through the Surrogate Scheduler's Office; is that fair to say?

A: That's often the case, sure. He gets thousands of invitations a week. I think there's probably a process, actually, before they go to her. She gets a high volume of requests for the President that he declines.

Q: She writes to Doug here, we just got an invite for POTUS to speak at the DARE 2006 training conference, July 25 to 27 in Orlando. I saw on the cabinet report that you all are going. Is that for sure? If you were going, can you carry the banner for POTUS? Looking at Mindy's memo and Evan's memo for June—or I'm sorry July 25 through 27, I don't see the DARE conference listed. Doug told us that the agency was down there, and they agreed to go.

Is this the type of ordinary request that Mindy handles?

A: Yes. As the President's director of Surrogate Scheduling, she would in fact handle these large conferences that the President would like to go to but wasn't able to go to.

Q: There was some further e-mails which I'm not going to mark. If I remember correctly, somebody from ONDCP said he had to carry the banner for the President or haul task or something to that effect. What's your understanding of carrying the banner for POTUS at a public event like this?

A: Highlighting the President's effective policies on combating drug use, highlighting his commitment to helping improve communities, highlighting his commitment to working with organizations such as DARE, which is a great organization, you know, public-private partnerships to make sure that the government is doing what it can to help, help spread the message that drug use, you know, obviously not only is it illegal but very detrimental to an individual.

Q: Might the Director of ONDCP carry a personal letter from the President greeting the organization?

A: We often at times would work with the correspondent's office to produce such letters for someone to read on behalf of the President, that's correct.

Q: Would it be common for the Director of ONDCP to—if he was speaking at a public event, to send the President's regards?

A: Yes, correct. He would often do that.

Q: The next is exhibit 9.

Mr. EGGLESTON. Do you want to settle the record?

The WITNESS. No. That will be all right. Yes, sir.

BY MR. CASTOR:

Q: Just by way of a logistics update, I believe—what did we start at, 10:00, 10:20? So we have about 10 minutes left, and there will be another opportunity for a break if you have any interest in taking a break.

Mr. EGGLESTON. I do. Thank you.

Mr. LEVISS. If you need a break now, you're not imprisoned.

The WITNESS. No. Please go ahead and continue and then we'll take a break when your time is completed.

Mr. CASTOR. Having you here all day is extraordinary on your part, and so we do want to make it as comfortable for you as possible?

Mr. EGGLESTON. We appreciate it.

BY MR. CASTOR:

Q: This is a June 6 letter from Congressman Scott Garrett to Director of ONDCP John Walters dated June 6, 2006. The Congressman's inviting the Director to join him at a public event July 22?

A: Mm-hmm.

Q: I believe the event was in Paramus, New Jersey?

A: It appears so.

Mr. EGGLESTON. I think it's Paramus, but the transcript won't know the difference.

Mr. LEVISS. I'm a Jersey boy, so I'd know.

Mr. CASTOR. I actually know that. I lived in Whippany, New Jersey and I've actually been to Paramus.

The WITNESS. Now you know.

BY MR. CASTOR:

Q: Just for a point of identification, both of these memos we've been looking at the Mindy McLaughlin memo and the Evan McLaughlin memo. They both have this event as completed, and it appears that the deputy of ONDCP, Deputy Director Burns participated in that public event.

Examining this letter from the Congressman to the Director of ONDCP, does this look like the type of, you know, invite for an official public event concerning topics which would be in ONDCP's domain to you?

A: Yeah. It certainly is—to the best of my knowledge it does.

Q: Looks like they also invited the DEA Special Agent in Charge for New Jersey, discussing the HIDTA that's in their congressional district.

A: Yep. It appears so.

[Taylor Exhibit No. 10 was marked for identification.]

BY MR. CASTOR:

Q: The next exhibit I'm marking exhibit 10. I'll let you read it, and I'll identify it for Mr. Waxman's staff that this is a—as I mentioned when I saw the—when we saw the July 17 letter from the committee, we reached out to some of the offices just to get a little bit more information about some of these events.

Let me know when you've read it.

A: Okay. Yes.

Q: On page 2 of this exhibit there's a schedule, different sequence of event. 10:30 to 10:45, for example, is a briefing regarding Arizona meth centers. 11:13, precise schedule until 11:20, Director Walters gives an overview of the synthetic strategy. Senator scheduled to speak for 3 minutes. Looks like the Governor was invited to speak for 3 minutes.

A: Yeah. It appears so.

Q: And earlier you told us that it's hard for you to know who's at these events, but you would imagine if it's an official ONDCP there would be a variety of officials attending. And this sort of I think enhances the record about the types of individuals that would appear at one of these events.

A: Yes.

Q: Including some folks involved with the reporter issues.

A: Yes. That is clear. That clearly appears to be the case.

[Taylor Exhibit No. 11 was marked for identification.]

BY MR. CASTOR:

Q: The next exhibit is exhibit 11. This was produced by ONDCP. Two pages. The committee asked the agency to produce a number of materials regarding some of these events that were on the public schedule. And as it turned out, what they gave us was the briefing binders and the travel binders they gave to the Director.

A: Yes.

Q: This is dated March 13, 06. It says, read ahead, memorandum for the Director regarding information for the Bay Area law enforcement briefing/meeting March 22.

A: Yes.

Q: This document is another document to help enhance the record about the types of attendees, participants that are involved with some of the events on the ONDCP Director's schedule.

A: Yes.

Q: Page 2 of the exhibit lists the attendees?

A: Yes.

Q: Including Chief of the San Francisco Police Department, Chief of the California Department of Justice Bureau of Narcotic Enforcement, and a number of other State and Federal officials that are engaged in law enforcement and specifically on the topic of drugs.

It doesn't appear that there were any campaign events or topics on the Director's schedule for this event with the Bay Area law enforcement folks?

A: Yeah. I don't see any.

Q: Do you have any recollection whether the ONDCP Director did any political campaign events in the Bay Area during 2006?

A: I don't recall him doing so.

Q: The Director of ONDCP and some other Cabinet officials have different rules about doing political events, as I understand it. Do you understand it to be that way?

A: I do understand it to be that way. You know, I think that they—some of them have certain statutory requirements and some of them simply have agency guidelines that have developed by the agency.

Q: The ONDCP Director, I don't think he's supposed to be out fundraising for political candidates. Did you know about that?

A: Yeah. I really don't. I don't know the specific rules and regulations of ONDCP, but—

Q: When your officer Mindy is interacting with the agencies, is it your understanding that the agencies are required to work with their general counsel's office in assuring that the events that are scheduled fit with the agency's mission and fit within all the specific rules regarding the different agencies?

A: That's—that is certainly, you know, that certainly should be standard operating procedure within any agency or department in the Federal Government, and I believe certainly that any guidance that we ever would give would be such that to make sure that you're checking with the counsel, you know, and they certainly don't need that guidance. They know that on their own, their general counsel, you know, would be involved in decisions, I assume.

Mr. CASTOR. I think my hour's up. So I'll self-identify that. And we said that you wanted a break.

The WITNESS. Take a few minute break. That would be great.

Mr. EGGLESTON. Thanks.

[Recess.]

EXAMINATION

BY MR. LEVISS:

Q: Ms. Taylor, I'm going to shift to a different subject now. I'd like to ask you some questions about the Office of Political Affairs' practice of giving political briefings at Federal agencies.

A: Yes.

Q: I understand that many of these briefings involved PowerPoint slide shows and that you had some involvement in preparing these PowerPoint slide shows.

A: That's correct.

Q: When did the White House Office of Political Affairs start this practice of giving these briefings?

A: You know, I don't know exactly. I believe—I can only speak for when I was the Director. I think that it's been documented, you know, that it happened before me. But I don't know specifically when.

Q: So it was happening throughout the time that you were Director?

A: Yeah. I gave political briefings or agency briefings, whatever you want to call them, information briefings. You can call them any number of things.

Q: Did you ever call them political briefings?

A: Probably, yeah. As a member—as the Director of the Political Affairs Office, it would be Director of Political Affairs briefing.

Q: Sure. What about when you were an Associate Director? Were they going on at that time as well?

A: I believe so, but I don't know for sure.

Q: Were you involved in them at that point?

A: I don't believe so.

Q: Okay. Do you know who was involved in the initial decision to begin presenting these briefings—

A: I don't.

Q [continuing]: To agencies?

A: I don't.

Q: Okay. Who typically gave the presentations that you were aware of?

A: When I was the Director, I typically gave them.

Q: Anybody else?

A: My—the deputy in my office would give them if I was unable to give them, or maybe sometimes just if they were—they didn't want to see me.

Q: Was the deputy—I find that hard to believe. Was the deputy Scott Jennings?

A: He was the deputy.

Q: Anybody else?

A: Well, I had more than one deputy, but I don't—I don't know if the other Associate Directors ever gave one. I don't recall.

Q: Do you know whether Karl Rove ever gave these briefings?

A: I believe Karl has spoken to agencies. I don't know—I don't know always the nature of his topics. I don't know that I was ever with him when he did it.

Q: Do you know whether he would use these PowerPoint presentations?

A: I don't.

Q: How about when Ken Mehlman was the Director?

A: I don't know, you know, whether he gave them or not. I think I saw press accounts that he did. So I'm assuming he did but I never really paid that much attention to his schedule.

Q: Okay. When did you first become involved in preparing the PowerPoint presentations?

A: When I was—when I was the Director of Political Affairs is when I would—you know typically if I was asked to speak somewhere or if I wanted to speak somewhere, I would try to, you know, think of a way to make it interesting for the participants and informative and so I would think about, you know, what it is that I was going to talk about.

Q: So going back to your time in the White House, that would be starting around February 2005?

A: Yeah. It probably would be about the time I started thinking about it. I don't know—I don't recall when the first time I spoke to agency staff was. I mean there was lots of times I would speak to agency staff in different, I may meet with them in the building about something. I may call maybe over the phone. It may be there in their office, their department. It just would depend.

Q: And how did you prepare these PowerPoint presentations? Did you have a template to work with?

A: Yeah. I developed a template at some point fairly early, and, you know, just probably updated it from time to time.

Q: Were you working from anybody else's example?

A: I probably—I don't know. I don't remember seeing anyone else's PowerPoint. I have, I'm sort of a student of trends. So I have an interest in that, and I would always, you know, think through. If I was doing Treasury, I might look at economic indicators. If I was doing health, someone from the health agency, I'd probably look at, you know, an opinion on health care. I've done a lot of research on health care so I might talk about that. It just would depend, I would try to make it easy, you know.

Q: So you would try to tailor it to the particular agency audience?

A: I would try to.

Q: Was there a standard presentation that you started out with?

A: It would just—you know, I would just tailor it. I may have given the same, you know, presentation at two different agencies. If I didn't have time to—I tried to make it interesting for people and informative and respect their time by doing so. But, you know, sometimes my schedule didn't allow for me to devote the kind of time I would have liked to have doing the kind of research I like doing to help educate them on how what they do impacts the public debate and helps implement the President's policies.

Q: Was that the reason for the briefing?

A: Yes.

Q: Were there any other reasons?

A: The purpose of the briefing was really three-fold. The first was to say thank you to these appointees, thank them for serving the President, thank them for working as hard as they do to help implement the President's policies. He—you all know that government service is noble, all of you could be making more money in the private sector. That is certainly true of most of the President's appointees. So I think it's really important that people who work

for the President and the White House say thank you for serving and recognize their contributions because they don't always have the most glamorous jobs. And so I feel it's really important—well, it's really important is one of the reasons that I would do these briefings. Another reason would be to talk about the President's policies, what's going on with the President or the Vice President around the time in which I spoke, what they would be doing, what they would be talking about, how their agency would fit into that, how their work was important. And then thirdly, given my unique sort of vantage—given my sort of unique role in the White House, I would give them an update on the political landscape in America and what that meant for implementing the President's policies, was it, you know, what the impact would be on our collective ability to help the President achieve his goals.

Q: About how much time within a briefing, within a presentation would you spend on each of these three issues?

A: Well, certainly I would just open with a thank you. And one of the things I often said is we all work for the President, and we play different positions on the President's team. But we all work for the President. And I'm here to say thank you for what you do. That didn't take very long. But it's nonetheless a really important part of the presentation. The second time would just depend if the President was spending a month talking about health care and energy and I was talking with Treasury appointees, it may take less time because—although their policies and the things they do would have an impact on that. But it could be a while, and it would go back and forth. It wasn't like it was a sort of, 2 minutes to say thank you, 10 minutes to you know—it just would depend. Some of the—particularly when my schedule allowed me to tailor the presentation to the topic. I would try to pull interesting trends or data to sort of talk about what they were doing, why it was important, where public opinion was on it, what our challenges were in implementing the President's policies based on public opinion. I mean, it could be—it would just depend.

Q: Can you give me a ballpark?

A: It would just depend. I might spend 5 minutes in one and 20 minutes in another. And I might go from here to there, back—it would just sort of depend. Again, try to make it informative, interesting, help them do their jobs and say thank you.

Q: We've seen from some of the documents that the White House agencies have produced that you were sometimes allotted 45 minutes to an hour for this presentation.

A: Yes.

Q: If it were an hour presentation, would it be uncommon for you to spend 30 minutes to—30 to 35 minutes on the political environment, what's going on and how it would affect our ability?

A: Maybe not. I mean I don't recall ever needing that much time. I try to keep a lot of time for questions. So I would—it might take 30 minutes on the landscape. It would depend upon the time I was there, what was going on. I may do, you know, if I had had time to put together a whole sort of trend package, I might spend 20 minutes talking about public opinion, what it meant, where it was going, how it impacted the President's ability to implement his

policies, you know, it just depends. I don't recall that many of them frankly.

Q: What sort of questions you would get from the time you allotted?

A: You know, the most common question I probably got from people is simply just because people sort of want to know what's going on back home, that was the most common question. They would stand up or they would raise their hand and say I'm from New Jersey, I'm from Ohio, can you tell me what you think about this. You know can you tell me what you think about. They would ask my views on politics or they would sometimes ask my views on policy or you know, how—well, we're doing so much work on the economy, and the economy's so strong, how come we don't get more credit for it? I would go into why I thought that would be the case. It could be a number of questions.

Q: For example, someone from New Jersey might ask what you thought of a particular congressional race in New Jersey?

A: They might ask me that question, sure, and I would just provide them with what I thought was going on. You know, it's a tough race, it's a close race, it's not a close race. Based from my sort of unique vantage point as the Director of Political Affairs, having studied a lot of these races around the country, having studied a lot of the politics of the country, the landscape, the public opinion. What it meant for helping the President achieve his goals.

Q: People in these audiences ever ask how they could help?

A: I don't recall anyone specifically asking how they could, quote, help. People would a lot of times want to know how they could get the message out. Again, if you are in an environment in which news is dominated by a difficult war, and you're working in any number of these agencies, it's pretty hard to get outside of the filter. And so they oftentimes would ask about how do we draw more attention to what we're doing? And that's a challenge for everybody in an agency when the public discourse is so focused on one issue right now.

Q: Did anybody ever ask how they could get involved in some of the races you identified in the presentation?

A: I don't recall anyone doing that. It's possible. I would have just told them to call the RNC.

Q: Did anyone ever ask how to get involved in the 72-hour deployment?

A: If anyone asked me that, I would simply—don't recall. If anyone did ask me that, I would simply tell them they need to reach up in their agency to find that out.

Q: What would you do with the different versions of the presentations that you were speaking before about trying to tailor your presentation to the agency? Would you save different versions?

A: I probably saved over—I don't know. I mean I just, I would save over—I mean I would keep some of them, I would—I didn't really. I mean, I, as a general rule did an enormous amount of speaking, so some of it outside of the confines of my official duties, some of it in the confines of my official duties. So I had mostly sort of slide decks but I don't know you know—

Q: What's a slide deck?

A: Well, it just keeps track of slides that I would pull for various things I was doing.

Q: When you were working on these presentations and modifying them, were you typically on one computer or did you use multiple?

A: I typically did it on one computer.

Q: Was that a White House computer?

A: I used it on a laptop which was provided to me by the Republican National Committee.

Q: So to the extent that you did save presentations, would you save them directly to the laptop's hard drive?

A: Yeah. To the extent that I'd save them, I would save them to the laptop.

Q: And was the laptop connected to any network drive?

A: I believe so. I'm not really a technical expert but I suspect they did. I had all kinds of wires and such so—

Q: What happened to that laptop when you left the White House?

A: I—let's see, I tried returning it to the Republican National Committee in which case they told me to give it to my attorney.

Q: And did you do that?

A: I did.

Mr. EGGLESTON. Well, actually your attorney said—your attorney said to you, go get that.

The WITNESS. That's right. Yeah. I'm sorry. I was wrong.

BY MR. LEVISS:

Q: The letter that you received from the committee, the July 17 letter that discussed having you come in and the possibility of a hearing, it also requested that you provide us with documents in your possession, custody or control that relate to travel in calendar year 2006 by officials from ONDCP or the Departments of Agriculture, Commerce or Transportation to events with Republican-elected officials or Republican candidates for office or to policies or guidance you received regarding taxpayer funded travel to an event with Republican-elected officials or Republican candidates for office.

Have you provided any documents to the committee?

A: I have not.

Mr. EGGLESTON. No.

BY MR. LEVISS:

Q: Do you intend to?

Mr. EGGLESTON. Look, we got your letter 2 days after she testified in the Senate with a very short turnaround. I don't know if there is anything, but we have not yet started to comply. So we don't know whether there is anything or not. She spent essentially 2 weeks of her life on congressional hearing testimony, reviewing transcripts at the same time she's working. So we have not begun that process. It just did not—we had to get ready for this testimony and maybe hearing testimony but we've had absolutely no opportunity to do that.

BY MR. LEVISS:

Q: Okay. Ms. Taylor, I will ask you but your attorney can answer it if you don't know the answer to it. Has your RNC-provided laptop ever been searched in response to any requests by this committee or other committees?

A: Not that I'm aware of. I don't know.

Mr. EGGLESTON. Well, it's been searched in response to requests for other committees.

The WITNESS. Yeah. I was going to say, while I was still at the White House, the counsel's office. I don't know.

Mr. EGGLESTON. I don't know.

Mr. LEVISS. Okay.

Mr. EGGLESTON. I know it's been searched in response to other committees because I was involved in it. Whether the White House searched it in response to requests from your committee about this matter, I just don't know the answer.

Mr. LEVISS. Are you speaking of searches after she left the White House?

Mr. EGGLESTON. Yes. That's what I was talking about.

The WITNESS. You would have but the people at the White House wouldn't have had access to my computer after I left.

Mr. EGGLESTON. Well, I don't know. All I know is they seem to have copies of PowerPoints and I don't know where they came from. I don't know if they came off your computer or not. So I have no idea.

BY MR. LEVISS:

Q: We've heard your response that you haven't had time to provide documents to the committee. The committee still would like to receive the documents that we've asked for. And after this is over, perhaps we can continue the dialogue to determine when we're going to get those.

A: We would be happy to continue the dialogue.

Q: Why did you use an RNC-provided laptop to do these presentations?

A: Probably because—I never really thought about it sort of consciously. But certainly if I were doing something that was political in nature, I would do it on the political computer. You know I might have been asked to give a speech for the Republican National Committee or something. And then it just became easier to manage it on, on one computer as opposed to trying to like make sure that some slides were on some computer and some slides—and, I just, I can't—I'm sort of speculating that the reason that I did it on that computer was because the first time I did something, it was probably—it may have been at an event outside the White House and I used my computer to compile information and that's where it was.

Q: And just so I understand your answer, when you say the first time I did something, are you speaking of a political briefing—

A: Well, the first time I used slides I probably did something outside of the confines of my official responsibilities. And so I probably started using it on that computer and just kept it there. I don't really know.

Q: So you had occasion to provide political briefings involving PowerPoint presentations in both political venues and official Federal Government venues?

A: Yeah. Sure.

Q: Is that a fair understanding?

A: That's a fair understanding.

Q: Did the PowerPoint presentations vary from one venue to another?

A: Well, they would.

Q: How would they be different?

A: Well, if I went—if I was doing something at an agency like I said to you earlier, I may have tailored it in terms of information that I thought would be interesting to the appointees who were working on a subject matter. If I was speaking to a broad group of people in my party, I might take that information out. But what I would do usually when giving the PowerPoint to an agency is I would just talk to the White House Counsel's office about it, allow them a chance to give their feedback, make any edits that they thought should be made, just to make sure everything was being done in an appropriate manner or we weren't doing something that was not appropriate. And so as a general rule I would just talk to them. And so I may tailor it to an agency because of an issue and I may make changes to it if I had did something different. Again when you speak as much as I did, you try to make it interesting for the audience and each audience is different. And so you're trying to pull different things for different people. And so I would as a general rule run it by the counsel's office in the White House to make sure that if I had done something differently in a previous presentation and I wanted to use it in the new one that I would—that it was fine to use it or it wasn't fine to use it. And I just tried to ask them whenever I had a question.

Q: Would you run the presentation by White House counsel every time you did an agency presentation?

A: As a general rule, I would. I can't say specifically I did. I probably would not have if I had not changed the presentation at all, and I had had their comments so that I wouldn't need to talk to them if it hadn't changed. But as a general rule I did. If there was new material I would.

Q: Whose idea was it to do that?

A: That was a conversation that I had with the counsel's office upon taking over. As the Director of Political Affairs just said that I would get invited, I anticipated getting invited or I may have gotten invited to do this, thought it was a good practice to take the opportunity to thank agency appointees, and just ask them how they wanted me to handle it. I worked with the counsel's office on many, many issues, as you might imagine. And that was their guidance as to just let them have an opportunity to do, maybe look at what I was doing and talk through kind of what I was going to be addressing to the audience.

Q: Who did you speak with in the White House Counsel's office about it?

A: Whoever the political counsel was. There's a member of the counsel's staff who would have been assigned to the Political Affairs Office usually and then there was also an ethics counsel, and

so I may have spoken to either of those individuals or both at any, early and then just sort of worked with whoever was kind of the person assigned to my office, although not really ever formally. So—

Q: Do you remember who those people were?

A: I don't believe he's there anymore but there's a guy named Grant Dixton I worked with. There's a guy named Bob Hoyt that I worked with I believe. There's a guy named Richard Painter I worked with. There was—there may have been somebody else but I think maybe those three primarily.

Q: Do you remember if one of them or more were political counsel?

A: Richard Painter's the ethics counsel. I don't think either of them would have—I don't think their title was political counsel but I just think sort of functionally when there were questions from, about, we have lots of—if the President's doing a fundraiser we would run the invitation through the counsel's office's process to make sure it was appropriate. I mean any of those kinds of activities we would usually go to one person. And I recall that Grant and Bob were the people that I worked the most closely with on those types of activities.

Q: Okay. Do you remember who initiated this conversation about whether you would run political presentations by them?

A: I don't. I probably asked them originally.

Q: Do you happen to know whether—

A: They may have contacted me. When I met—when I started, I think they gave—they sat down or knocked on the door, introduced themselves. In fact when I started there may have been somebody else in the job who was leaving if I recall. I don't really know.

Q: Do you know whether that was a practice with the prior Director?

A: I assume so but I never really asked him about it that I recall.

Q: Would you ask White House Counsel about the components of the audience you're addressing if it's an agency?

A: Yeah. As a general rule we try to do them to the political appointees in the agency. You know there was occasions where I may have been asked to come meet with sort of like the senior staff. But as a general rule I would generally talk to them before I did it. Again, I mean I don't talk to them every single time. But as a general rule, I would speak to the White House Counsel's Office and had sort of—I knew their guidelines, I knew the things that they thought were important, distinctions about a conversation and, things so I, you know, became pretty familiar with any concerns that they might have.

Q: Did you have different rules for what you could say in a political briefing to different categories of political appointees?

A: I believe that if you—as a—I only did one very senior briefing and I think that my understanding was that you could be, you know, I don't really know the rules. I try to just be consistent because it was easier to be consistent on the conservative side than to try to be figuring out if someone was an SES or a schedule C. I just never really knew—I would just err on the side of caution generally.

Q: How about if the audience were a PAS, presidential appointed, Senate confirmed?

A: Yeah. I might have done one of those but I don't, um—or we scheduled one and it got canceled. As a general rule I just did the agency political staff and who wanted to be there.

Q: Did you instruct Scott Jennings that when he gave political briefings he should run the presentation by White House Counsel as well?

A: Yes. As a general rule, he should have known to talk to the counsel. He probably would have, um, used my presentations, not his own, and thus if you took something that I had given to an agency, I don't know that he really would change anything ever. So, you know, where I was, you know, mixing slides up or grabbing economic data for Treasury and other data for other things, I don't know that he changed it a whole lot in terms of his additions. I don't recall him ever adding something to it, um, but as a general rule we just tried to make sure that people understood if there was ever in the office—if there was ever a question about anything, to just call the White House Counsel's office. If you ever had a doubt about anything that you were participating in, that they were a great office and they reached out to us regularly and made sure we knew to work with them.

Q: Okay. I'm a little confused because it sounds like Scott didn't make a lot of changes to the briefings. So did you tell him that he had to run the briefings by White House Counsel?

A: I recall—I recall that my policy would have been to make sure that the briefings were run through the counsel's office so, I don't recall specifically telling him that. But that was a general policy of mine so, if he would have asked me about something, I probably—I would have told him, I believe I would have told him to run—

Q: How often did you give these briefings?

A: Not that often really. I mean if you look at sort of—

Mr. EGGLESTON. To agencies.

The WITNESS. Yeah. I mean I maybe did one or two to the agencies during my time that I was there, not all of them I did. But, maybe sort of depend.

Mr. EGGLESTON. What did you just say?

The WITNESS. May have done like one or two. I may have gone to the Treasury once. I may have gone to HHS once.

BY MR. LEVISS:

Q: Once to each agency?

A: Some occasions I may have gone twice.

Mr. EGGLESTON. I thought you were answering me, one or two times.

The WITNESS. Rhyme or reason. I mean, a lot of these agencies would want someone from political—not from Political Affairs but would want someone from the White House come and speak so other people from the White House staff may have spoken on any number of things they had been working on. I would probably just get cued up every once in a while when they thought they wanted a different person.

BY MR. LEVISS:

Q: Some agencies requested a political briefing, and others the Office of Political Affairs reached out to them?

A: That's probably the case. I mean again one of the things that I wanted to be cognizant of is that it's important to say thank you to these folks for serving and they don't probably get a lot of praise for the work they do and they are not in jobs that are—in most cases provide a lot of limelight. So I as a general sort of rule would try to make sure that I did that and was doing that to the agency appointees. That that is one of the many hats that I wore for the President was to make sure that the President's appointees—and our office did lots of things for appointees, we would invite them to a departure, we would invite just to see the President because again, these folks don't always—some of these people don't even get a chance to see their own Cabinet Secretary who's busy, let alone ever come anywhere near the White House, yet they work for the President. And as somebody who came up working for the President in a very sort of—started in a very what one might call a low-level job, I thought that was really important. So we, as one of the things we try to do is make the people who work for the President, who are working hard and making a contribution that they had a good experience. And one of the things that we would do is we would bring groups of appointees, we would invite them, if the President wasn't using the Kennedy Center box, we would sometimes take a group of appointees over just to say thanks, and we would do things like that from time to time. And I sort of consider going and giving them an update, although I suspect that they didn't consider it very interesting as a way to say thank you for working for the President.

Q: How did you decide how broadly to invite within an agency?

A: I typically left it to the agency. I mean as a general rule, if I was going to go to an agency, I'd want to do it once, not like three different times for three different groups of people. That there's nothing particularly secretive I was talking about that they certainly could all be there. I didn't have a problem with it. But I would leave it to the agency. Sometimes there was one or two occasions where a Cabinet Secretary may be like doing a retreat with senior staff and I think I got invited to one of those once and they ended up canceling it or they ended up canceling my participation in it. And I may have done one other one. I just, it was very hard to sort of know specifically, who was—what someone's title was in their room I just—I would shake people's hands and meet them but you can't always tell by title what their specific, you know, role within the government is, if they're a step 7 or a step 8, I'd, I just didn't really always know that.

Q: You did sometimes do multiple presentations to agencies though. I mean Commerce Secretary Gutierrez and a few of his senior staff came to your office, the Office of Political Affairs, for a briefing, and then there was a second one not long after that to political appointees?

A: I don't recall Secretary Gutierrez coming to my office. I'm not disputing that but I don't recall that. I don't believe he ever came to my office.

Q: Well, it might have been at another office within the White House. What I meant was he came to—

A: Oh, the—yeah, I would meet with Cabinet Secretaries from time to time. The White House—I think at one point had reserved time for Cabinet Secretaries to be in the White House and we would just sort of meet generally and talk about what's going on, what the President was doing. I may have met with him. I don't recall. I have dealt with a few people. More like a coffee or something with the Secretary.

Q: And would you have a different message for a coffee with a Secretary than a briefing for the political appointees?

A: I don't think so. I mean I don't recall. I mean any meetings I had with the Cabinet Secretary, some wanted—some had questions, people who were former Governors, would maybe have more questions about sort of specific political priorities that the President might have than some others who were simply much more focused on other things. Those were pretty informal briefings, how are you. I mean a lot of them frankly I think the first time I did one or two of them, probably did one of them only with each person, maybe two at most. It was more that they wanted to meet me or I had wanted to meet them. I had started a new job. I didn't really know them. They started a new policy in the beginning of the President's second term where each Cabinet official was spending time at the White House each week, and just so that there was more communication between, directly between the President's staff and the Cabinet Secretary and his or her aides.

So again I don't recall the meeting with Secretary Gutierrez. But what I recall about those particular meetings was really more of an introduction than, sort of—may have talked about politics or what the Political Affairs Office was doing, working on, how we could be helpful to them. I don't know.

Q: But you are saying you reached out to some of these Secretaries to set up a coffee with them and some of them may have reached out to you?

A: Yeah. That's possible. I generally knew that they were coming over here once a week. So I didn't—if I had never met one of them, I probably—I may have reached out or in some cases they may have known one of my predecessors and wanted to get to know me, and they reached out. I don't know.

Q: I'm very interested in what you have to say, and I don't want to cut off your answers. But I my know your time's important and we have limited time with you today. So if I try to move it along, it's not that I don't want to hear what you have to say. And please finish any answer you have. Don't feel that—

A: You've been great. I don't have any problem with how you're doing this.

Q: Did you or anyone else at the White House have a schedule for reaching out to the agencies to keep track of which had had briefings and which hadn't?

A: I don't know. I mean, I recall sort of having maybe Mindy help me with it, just simply because she was working directly with agencies so much that it sort of seemed like an easier process for her, given her contacts. And then I might want to have kept track of—if I had—I just didn't want to miss anybody. But I don't think,

there was not really a formal kind of, like schedule that I recall ever thinking about doing. Like I said I don't think—I mean some of them I don't think I ever ended up doing. For whatever reason they didn't want it or they didn't need it or they had other speakers coming always or they weren't inclined to do meetings with White House staff. I don't really know.

Q: Well, if I wanted to figure out where you did briefings and when, you know, you're in the White House anymore—

A: Yeah.

Q: —who would I ask, where would I look to find that kind of information?

A: I mean, I suppose—I don't know—are you asking me a theoretical question?

Q: No. I'm asking you an actual question.

Mr. EGGLESTON. You may not know the answer. He's not asking you to speculate. But if you know the answer.

The WITNESS. No. I'm just saying that you could probably get my calendar in my computer. You might be able to find my calendar if somebody kept it. I don't keep a copy of it.

BY MR. LEVISS:

Q: So these things would be recorded on your calendar?

A: Yeah. I mean as a general rule. That doesn't mean that they—doesn't mean—

Mr. EGGLESTON. It's like my calendar. Maybe, maybe not.

BY MR. LEVISS:

Q: Are you a paper calendar person or an Outlook person? Do you keep electronic calendars?

A: I generally—I don't know. My assistant just kind of gave me my schedule. I never really paid much attention to it. They gave me a copy of it.

Q: How did you add things to your schedule?

A: I would ask my assistant to add it to my schedule or someone would ask my assistant to add it to my calendar and she may ask me about it and I would agree to it and I would never really see it until the morning that I arrived into the office or the night before.

Q: This would be Henley McIntyre?

A: Henley was my assistant for about a year and a half and I had other people who worked with me too.

Q: Okay. Some of the agencies that received these briefings are regulatory decision makers, some of them have authority to award and distribute federally funded grants around the country. Did the White House intend for political appointees at these agencies to consider the races that you were identifying when they exercised their regulatory and grant-making authorities?

A: You know, we are very careful in our official capacities to never advocate the election defeat of a candidate. So I didn't—my knowledge of the grant-making process is that it is mostly—aren't they mostly statutory in the sense that I—I never, I don't ever recall asking somebody to make a grant decision based on—based on any sort of consideration other than what was the appropriate

process and procedures outlined by the agency that was making—and I don't recall it frankly coming up that much. Perhaps a Member of Congress would call and say they're having trouble talking to somebody in the agency and I might call them and say could you please call the Congressman's office back. But as a general rule, I mean my understanding is there was pretty strict guidelines on those. And I don't know that there was much I could have ever really done even if I wanted to do that.

Q: I'm actually not asking if you asked anyone at an agency to take these actions. What I'm interested in is did the White House, did anyone in the White House intend for agency officials to consider the targeted races that you identified in some of these briefings when they made their official decisions whether they were regulatory or grant making or deciding where the agency head should spend time?

A: The purpose for the briefing was simply informational, to understand the political landscape and how that could impact the President's policies. So I just don't recall ever sort of thinking about it in other terms, other than it was an informational briefing designed to provide information about the political landscape of the country, along with the other reasons I outlined earlier, to say thank you and so forth. And that will be the reason why we would do a—the reasoning we would do a briefing was to just make sure they understood the landscape, not to tell them, you know, how to run their agency.

Q: So—

A: I mean it's sort of beyond my skills, knowledge, ability, time to sort of consider all these other factors. I don't—

Q: What steps did you or anyone else from the White House take to ensure that agency officials didn't come away from your presentation with the impression that the White House wanted them to consider these highlighted congressional races?

A: Well, one thing, if someone ever—and again, I don't recall specific questions about this. But what I would always do if someone asked a question that I didn't know the answer to, I would ask them and suggest to them that they just speak to their counsel's office. If you have a question about something, speak to your counsel's office. They can tell you what, what is appropriate and what is not. It's not for me to determine. I'm simply here to say thank you. Here's how the President's spending his time. Here's what he's working on. They're sort of interested in my perspective on politics. What is it that you tell the President? What is it that you tell the Vice President about? If they read all this stuff in the paper, they're sort of curious, I would just sort of outline my views on the political landscape in America.

Q: So if someone asked you a question and you didn't know the answer to it you directed them to their agency counsel?

A: Well, not every question. But it's just sort of—again—what is your specific question?

Q: My specific question is whether you took any steps or whether anyone in the White House took steps to ensure that the agency appointees who were attending your presentations don't come away with the impression that the White House expects them to consider

these targeted districts, these targeted races you've identified in executing their official duties.

A: I mean the reason that I spoke to the White House counsel's office before I would generally do these briefings would be to make sure that my conversation was appropriate and um so I mean if you're asking me—

Mr. EGGLESTON. The answer is yes.

The WITNESS. If there was a step that I took, the guess the step that I took was—

Mr. EGGLESTON. Yeah.

The WITNESS.—talk to the counsel's office. But again, I guess I sort of don't understand your question. But I mean I understand what you're trying to do in your question. But it's kind of—I mean it's a bizarre question.

BY MR. LEVISS:

Q: Sorry it's bizarre. I think you've actually answered it if I understand it. I understand you to say that you sought assurance from the White House Counsel's office that the presentation you were providing to these agency officials was appropriate and wouldn't leave anybody with the impression that the White House wanted them to do anything inappropriate.

A: Yeah. I mean I would never ask someone to do something inappropriate. I can't imagine ever doing that. And one of the reasons that I asked the counsel was that I knew that I never said anything that would, or to the best of my ability, not obviously being able to remember every word I utter, but to the best of my ability that I never did anything, said anything, left an impression of anything that was anything other than, you know, sort of knowledge-based, how I could help them better do their jobs.

Q: Okay. And apart from clearing that, you know, assuring yourself with White House Counsel, did you do anything else either at the presentations or in communications to the agencies to reinforce this point?

A: Give me an example of what you think that you would do if you were in my position giving—I'm just—I mean, what you're asking me is if at the end of my presentation I said, oh, by the way, you know, disregard all this information. You know, I just—I just gave the information. This is—this is the landscape of America. Here's what's happening. Here's where people are focussed, here's where the President's traveling. Here's why he's traveling there. That's the nature of the briefing.

Q: Sure. And I'm not asking you to manufacture things you didn't do. I wasn't at these briefings. I'm trying to understand what you said at these meetings. I've seen some of the PowerPoint presentations. And I'm trying to understand the message that accompanied them. And the answer may be no. I just asked if there were anything, any other steps you took apart from consulting with White House Counsel.

A: I mean, again, I would consult with the counsel, and, I would generally tell appointees, should I feel like a question was raised or even probably sometimes just as a matter of my comments, that if you have questions about things, you should check with your

counsel. I mean, that's what I do. That's what you should do. That's what everybody as an appointee should do if they have a question.

Q: How does mentioning specific race and candidates or specific districts and candidates communicate the purposes that you gave for these meetings? The three were thanking them. I have this—

A: Highlighting what the President's doing, where he's going, what he's speaking about and sharing my views on the political landscape of America. Those are the only three.

Q: So does identifying specific districts, candidates, races, does that go to number three?

A: I think that's fair. I mean it's—I went through this with somebody else recently in my hearing. It's very hard to when you sort of lay out the political landscape of America. Here's what's going on from a public opinion perspective. Here's the impact. Here's why we're getting—here's why the President maybe does so much work on the economy. And here's why people think the economy's not doing well. There's reasons for that if you examine public opinion and I would talk about those, talk about the political landscape. Here's what the pundits are saying, and here's what—it was very difficult to do that in a way where you don't sort of mention, look, people are very focused on this race or that race, and obviously if the President, if Republicans were to, um, win here, lose here, you know, we have—it would just—it would be very hard to do that without sometimes mentioning it. And as I mentioned to you earlier, what oftentimes happened is people really just want—they just care about home. And they want to know what's going on back home. And they work in an agency, and they maybe worked for the President on a campaign or they worked for a Member of Congress and they came to the Hill and they came to the agency and they feel a little removed from their home State politics. And because it's my job as Political Director, I would study the landscape because I needed to effectively be able to brief my superiors or help them make decisions about how they spent their limited amount of time. I have had a fair amount of knowledge, and I could talk about that. And they a lot of times just wanted to talk to me about what was going on back home. So I would just tell them about what I thought, what I read, what I knew. I'm not, never really predict the outcome but I can tell them what other people were saying and what I was reading.

Q: How did you put together your list of races to highlight? Some cases they're actually called target races.

A: Yeah. I mean "target" is sort of a nebulous word. Target is, I read the Charlie Cook Report and the Stu Rothenberg Report, the Whatever line and I read—and I have obviously contacted the committees because the President does a fair amount of work on behalf of each of the committees on that. And so I have all this information and sometimes I just use public data and sometimes, I might compile it in one sort of area so that I kind of have a sense. You develop trends when you read a lot. So like everybody says this person is in a tough race. But only some people say this person is. And you just try to piece it together and make sure that what you're doing is putting myself in the strongest position. If I'm briefing somebody who is a principal of mine that I have the most infor-

mation and the most facts and sort of make a—back up the decision that I might be recommending.

Q: But you had your own list of targets that you compiled as well?

A: Well, again, I think that the committees had target lists, and I would read their target lists and I would read other lists, and I would have to make determinations about how the President spent his time. And I would look at all those factors. I would further—frankly what happened more than looking at anybody's, quote-unquote, list that they had, would—sometimes the President could only go somewhere that was an hour away because of his schedule. And then all of a sudden that became the dominant factor, not somebody's like super secret target list.

Q: But did the Office of Political Affairs keep a target list of congressional races?

A: The Office of Political Affairs, the Director of Political Affairs, I kept lots of these lists because I needed to reference them. So like—

Q: I don't mean an outside—I don't mean like the Cook Report's target list. Did you keep your own targeted list?

A: What I might try to do is sort of compile trend information. So like I may, I had all these different kinds of lists. Lists of places I wanted to send the Vice President, lists of places I wanted to send—that was all kind of compiled based on all this other information that I was reading. So as a general rule, I would say that I had lots of, quote-unquote, lists. But I don't think it was places that were important media markets from a variety of perspectives, sort of creature of lists to some degree.

Q: I will show you a document and you can help me figure out what it means. It's 189 to 90. This is my copy. I will give you one. This is exhibit 12.

[Taylor Exhibit No. 12 was marked for identification.]

The WITNESS. Oh, okay. Great, thanks.

BY MR. LEVISS:

Q: Have you had a chance to read it?

A: Yes.

Q: It's an e-mail from Kim Nickles, Treasury, to you dated February 16, 2005. And then your response—and I guess a further response from her. It's a two-page document. Kim Nickles was a White House liaison at Treasury. Is that right?

A: Yes.

Q: And she says, congratulations on your new job. I know everyone is excited to have you back in Political Affairs. Please let me know how I can be helpful to you from the Treasury Department. If you are interested, I would love for you to come over here and address the politicals. I think it would be helpful to you to get to know the team over here better so that we can be as helpful to you as possible. It's up to you. So just let me know if that's something you'd want to do. Again, welcome back. I look forward to working with you. Kim.

You write back 20 minutes, a half-hour later. "Thanks, Kim. I would like to come over and will do so. Give me few weeks or a

month to get our maps and targets figured out. Henley can find a time for me to come over. And you copied Meredith McIntyre. So what do you mean by targets here?

A: I don't know what I mean by targets. It could mean any number of things.

Q: Well, like what?

A: Well, like for example, one of the things that I did a lot of, having just come to a new job, having come from a job in which I did an enormous amount of tracking information and data, particularly economic data, and one of the things that I did for the President in his re-election was, there was a number of economic indicators that are really indicative of the outcome of an election. And if you look back over historically, you look back and you can really sort of look at some of these indicators and you can determine whether someone is likely to win or lose his re-election, which is something I did in the re-election campaign again. But that experience taught me that economic data, which is very interesting, there may be indicators in the—that sort of exists in the public domain, unemployment rates, the University of Michigan, the Conference Board is something I looked at a lot. Also—

Q: You are talking a lot about process. And I appreciate that. But what does that have to do with—

A: You are asking me a question about what I meant by targets, and I'm trying to answer it.

Q: Okay.

A: The Conference Board on New York. And so you could sort of look at these in a sense and understand what sort of certain thresholds meant in terms of these numbers for the political landscape. So like an unemployment rate, at a certain level, usually historically has been an indicator of the outcome in a political environment. You could look at what might be a target rate on the Conference Board.

Q: Target rate, you mean—

A: Like—no. If there was a threshold, sort of like oh, there's this famous sort of conference board chart for political analysts that study politics. But if it reaches a certain number, what I would call a threshold, it's usually you can sort of look back over a hundred years and you can say so the number is here, it's usually a good sign for the incumbent party. If the number is below this level, this target level, it is weak, not a good sign for the—and so it's actually sort of interesting. And I don't suspect that most people find that interesting. But I find it interesting.

Q: That's actually fascinating.

Mr. EGGLESTON. I can hardly keep my eyes open.

The WITNESS. So I actually studied that a fair amount. Perhaps when I was speaking to Ms. Nickles, perhaps I was thinking about what I had just studied a fair amount of in the re-election, and maybe putting some of that material together, some of those sort of target rates on political landscape, how that would impact the politics of the country and thus our ability to implement the President's policies, that that might be interesting to some of the Treasury appointees. I could have meant that I really had no idea about the political landscape in America from a sort of getting ready to go into an '06 cycle because I had just spent 2 years totally and

completely focused on the President and only the President. And so I needed some time to kind of just make sure that I had a good understanding of what other people thought the environment was developing early, early in a 2-year period, figuring out, again sort of what people thought were going to be interesting races. You know, that's what I could—I could have meant any number of things. It's sort of a nebulous word.

Q: So you could have meant, let me look at the 2006 election and try to get a sense of which candidates in either party are possibly vulnerable? Is that—

A: What I would have meant if in fact that was what I was thinking at the time, which I don't know, is let me get my arms around the landscape period, what's going on. You know, when you spend 2 years of your life focused on one individual, I probably didn't even have a good appreciation for, who all these people were, period, the incumbents, the elected officials. And so I wouldn't want to be in a situation where I was discussing, not even able to sort of not have knowledge of who a particular Senator was. And that's probably what I meant by that.

Q: Okay.

Mr. CASTOR. We're coming to a good time. We've been going for an hour.

Mr. LEVISS. Could I just go for a couple more minutes on this?

Mr. CASTOR. We can keep track of it then.

Mr. LEVISS. That's fine. And I can wait for the next hour to do it. How is the witness doing?

Mr. EGGLESTON. We're getting hungry.

The WITNESS. I can live with it.

BY MR. LEVISS:

Q: What did you understand Ms. Nickles to mean when she offered that the political appointees at Treasury could be helpful to you and Political Affairs?

A: That you know they could go out and speak on behalf of the President's policies, that they could highlight the good work that his policies were doing on the economy. It could be any number of things. That if I had questions, as I often at times did because the Office of Political Affairs is sort of a repository for anybody and everybody who ever had a question about anything to call that I might be able to know them. And a Member of Congress may call me and say they had a question about any X, Y or Z issue. And I might have no knowledge of it and say, I'd be happy to hook you up with somebody from Treasury Department. And then I would have a knowledge of who that person was because I had been there and met them. But it could have meant anything.

Q: Why did you first need to get your maps and targets together before you could speak to them and educate them about what the President was doing?

A: Well, I certainly could have gone and spoke to simply say thanks and talk about what the President was doing. But, at that point, I had been in my job all of 16 days. And I also knew, had the foresight I guess would be the answer, to understand that if you're the Director of Political Affairs, the odds of you going into

an environment where somebody doesn't ask you a question about, quote, politics is pretty small. And I would not want to put myself in the situation where I didn't have a command of my subject area. And while I'm a pretty quick study, I probably needed more than 2 weeks to make sure that I had a command of my subject area, to make sure that if someone asks me a question, I could answer it to the best of my ability. And so that's all I can surmise that I meant in an e-mail that I don't recall receiving at the time.

Q: It seems that you have an intimidating command of your subject area. So you are selling yourself short?

A: I don't know. We'll see.

Q: What sort of maps would you put together for a presentation like this?

A: Again, if you are talking about the political landscape of the country, you need maps of the country to talk about. I'm just a visual person. It's just easier for me to indicate if I'm talking about a region of the country and what's going on or I'm saying look, the collective wisdom of the sort of political intelligencia in the United States is that these are the eight places that people are focused. People when they get into election mode get a little antsy sometimes. You might have a Member of Congress who calls you angry from time to time. There's probably a reason for it. Probably feeling pressure.

Q: By eight places, you mean specific districts or races?

A: It's just sort of common sense that if somebody's in a high-stress situation because they're in a, quote, election mode, although I can't imagine that would have been an issue at this point in the time, they're a little bit—they get anxious about stuff, get worked up, they're more sensitive. If the agency fails to notify them of something that is taking place in their district that the agency is doing, which happens unfortunately from time to time, I usually hear about it. And so my point was, this is—these are people who might be more sensitive than others because of the nature of the environment. The environment dictates that for whatever reason, these are places that we're going to have races and that has a lot of implications for implementing the president's policy and implications for them. And they just need to be aware of it.

Q: What sort of implications?

A: Well, like for example, if a Cabinet Secretary was traveling somewhere, and they didn't notify the Member, which has actually happened on more than one occasion, you're going to have an irate Member of Congress. So pay attention. I mean, that's just common courtesy for every Member, but understand that that, this is the landscape of America. This is what's going on politically. These are the things that I brief the President on or the Vice President or other superiors in the office. It's not simply just a landscape. I don't know that I would, you know, over analyze the subject of it.

Mr. LEVISS. I think I'm at a good stopping point. But just give me a minute, please. Okay. We'll break here.

Mr. EGGLESTON. Thank you.

[Recess.]

EXAMINATION

BY MR. CASTOR:

Q: Ms. Taylor, taking a look at the July 17 request of the Committee to you?

A: Yes.

Q: There was a question earlier why you hadn't provided documents. And did you have an understanding that there was a due date for the documents, or did you have any discussions with committee staff, or were you aware that your attorney had discussions with Committee staff about what you might have, where you might look, how much time it might take?

A: I don't recall any discussions about it. I don't recall a due date.

Q: So there was no one on our side that—I use the term our side to mean the Committee, both Republican and Democratic staff—nobody on our side asked you yesterday, are you bringing any documents? We haven't seen any documents?

A: I don't think so. Not to my knowledge.

Q: I don't see a date certain on the document request. Were you aware of a date certain that the documents needed to be produced by?

A: I don't recall. I don't recall a date certain. I read the letter once, but didn't really read it that carefully I guess.

Q: But it is your intent to be as responsive as possible to any and all the Committee's requests?

A: We certainly are going to do our best to cooperate. So we obviously need to talk about it. There may be some discussions about if these documents really are mine. I don't—if there are in fact any documents, which I don't know that there are, but—

Q: Okay. I just wanted to go through that a little bit, because the letter came the 17th. And it seems to me, based on my reading of things, things have happened very quickly with you. You have come in. You have signed up for your voluntary deposition. You have signed up to participate in the hearing Monday. And so I thought it was—I was a little caught off guard when the suggestion was made that you hadn't been responsive to the Committee's requests. So I just wanted to sort of follow that up, see if you had any specific conversations that I wasn't aware of.

A: I didn't have any conversations.

Q: Exhibit 12 that we looked at before we took a break—

A: Uh-huh.

Q [continuing]: Is an e-mail chain between Kim Nickles and yourself?

A: Yes.

Q: It looks like you were using your EOP e-mail address?

A: I was.

Q: Did you also have an RNC e-mail account?

A: I did.

Q: Did you have an RNC Blackberry?

A: I did.

Q: Did you have an EOP White House Blackberry?

A: I did.

Q: How did you determine which Blackberry or computer terminal to use when sending and receiving e-mail?

A: I mean, generally the—the general rule, the political equipment was used for political purposes. That's not to say that I

didn't—I certainly used my political e-mail for all of my personal and social activity. I used my GWB accounts, you know, for social activity. I would generally try to keep them separate to the best of my ability. But, I had a great—I had many equipment—I had a lot of equipment. I had a computer, a laptop, two Blackberrys, two phones. So it is possible at times I used the political equipment for something that would have been official. I had kind of a messy bag with lots of equipment in it, and I just sort of would reach down in a hurry and grab a Blackberry. I tried to keep it straight, but it was a lot to manage.

Q: But when you were conducting official business, business that you believed belonged within the EOP e-mail system, you used your EOP e-mail account? Is that fair to say?

A: As a general rule, if I was conducting official business, I was trying to use the official e-mail account.

Q: And the same with your Blackberry?

A: Yes. As a general rule, I would use the official Blackberry as well.

Q: And did you know that the White House has a backup system for saving EOP e-mails?

A: They—I guess, I believe that they do, yeah. I mean, I didn't really ask, but I assume that they do. Most large organizations do.

Q: Did you receive any briefings about when to use the RNC-issued equipment versus the official White House EOP equipment from White House Counsel?

A: I remember, sort of as a vague recollection of them, saying what I just said, which is for political activities, use the political account; for official activities, use the official account. With respect to political activities, again, I think there are a lot of people who would determine that you would engage in—even if you were scheduling the President to do a fundraiser, that is an official activity on my part, not a political activity. That is my responsibility as his political director. But that I, if I—I would often err on the side of caution. And that was sort of their, as I recall it, that was their guidance to, to err on the side of caution and—so, as an individual, you try to manage it as best you can, do your best to make sure that you are following the two guidelines. So—

Q: Was there anyone at the RNC who you dealt with about your equipment they gave you, or was it certain tech people or—

A: There were tech people. So like, for example, if we had a problem with the computer that was provided to us by the RNC, the RNC staff would be required to fix it, not somebody else. So, in many respects sort of two, you know, different systems in terms of, you have this equipment provided to you by the RNC, and they serviced it, and then you had the official equipment provided to you by the government serviced by government employees.

Q: Do you remember when you got your RNC e-mail account or Blackberry?

A: Well, I got one I guess in the first term at some point. I don't know exactly when. I don't know if we got them right away. So, at some point in the first term, I got an RNC Blackberry.

Q: Did you have the RNC Blackberry continuous from that point through?

A: No, I would have returned it when I left the White House. And then I would have gotten new equipment from the Bush-Cheney reelection campaign.

Q: And after the campaign, when you returned to the White House, did you—

A: I believe that's the case. I know that I was—I would have had equipment—yeah, I would have had equipment provided by Bush-Cheney. That would have been right, yeah.

Q: Do you have any recollection whether you turned that equipment back into Bush-Cheney or whether it was converted into RNC property?

A: I returned the phone and the Blackberry. And then I purchased my computer from Bush-Cheney, because they were obviously closing down. They had—they allowed employees to purchase their computer at sort of the fair market value of the computer. So I actually purchased the laptop personally.

Q: Was there anyone at the RNC General Counsel's Office or outside counsel that you could receive briefings from about the use of the equipment?

A: I have sort of vague recollections. But I guess—when I was in the White House using political equipment for sometimes political, political uses, I would follow what I believed were the guidelines as I understood them, which were, if it was a political activity, to use the political equipment. Obviously, in the Bush-Cheney campaign, I mean, it was like the one—there was no real—I didn't have separate systems. I had one system. So it was just what I used.

Q: A lot of times, when you are trying to work through whether something would be official EOP, like e-mail communication or whether maybe it is on the line, so it is political in nature, what was your practice? Did you use the political account on those cases?

A: Yeah, if I didn't know for sure, I would just use the political account. And I mean, a lot of times—as you might imagine in that situation, you are just kind of on a roll, or you are on the phone, and you are trying to remember not to forget something, and you just, you are in front of the laptop and, I will use it from time—use it to send e-mails and such. I certainly—again, there is a lot of gray area, so you just used your—tried to use caution on it. And like I said, if I was traveling a lot and, it gets a little bit harder to—somebody e-mails you on your political account about something political, and then 3 days later, they e-mail you something back that's maybe a technically a—and they would happen to use that account, and then it is like you are trying to forward it and delete the other text and, it is not a—we are sort of in a little bit of uncharted territory with the amount of e-mail usage which people use, which is sort of growing exponentially here, or it has during the time, I think, during the President's term in office. And so it is a little bit of a, uncharted area I think. And that is, as you sort of can see the administration is sort of trying to—had tried to figure out how to address that.

Q: The Presidential Records Act requires the President's staff to adequately document the decisions—

A: Yes.

Q [continuing]: Or the decision-making and communications. Did anybody ever tell you about that? The White House Counsel?

A: I don't recall being told about it. I suspect I may have read it somewhere in a manual or something. But I have sort of a vague recollection of it. And I don't really know if it is because of the focus of this investigation over the last several months, or it is because I actually remembered it from being there.

Q: Did you know that the Presidential Records Act does not require anyone to keep every single communication that goes into the decision-making process of the President? Did you know that?

A: No, I am not aware of that.

Q: The Presidential Records Act requires the President's staff to adequately document the communications that eventually lead to Presidential decision-making.

These political briefings that we were talking about before lunch—

A: Yes.

Q [continuing]: You said, generally, you may have given one to— one or two to most of the agencies over the life of your tenure?

A: Yeah, many of the agencies, yes.

Q: Was there a formal process for scheduling those, or was it ad hoc as the need presented itself?

A: More ad hoc. I mean, I tried to be available if I was asked, certainly, and made a point of being available if I was asked. And I made a general point to try to at least take the opportunity to thank every set of appointees at least at some point while I was working for the President.

Q: A lot of the e-mails produced to us show that a lot of the agencies asked your office for these briefings. Were you familiar with those types of requests?

A: I was familiar with the fact that people would ask me to come speak and that I was, tried to be cooperative and do those, and that I wanted to speak to them, too, so that I could talk about the President and what he was doing, thank them, share with them my views on the political landscape if they found that helpful, and I think most of them did, so—

Q: Do you have any recollection of whether most of the time the agency folks asked you or whether it was someone in the Office of Political Affairs that decided we needed to have these briefings? Can you sort of in your mind sort out—

A: Not really. I definitely think it went both ways. I think that I probably did offer to go to some. But I don't—but I can't say for sure, and I can't tell you—I don't recall which ones, and—obviously you produced e-mail or somebody has produced e-mail that shows I was in fact invited; that that was initiated by an agency staff person. So I think that's the case.

Q: Earlier you said that when you prepared the PowerPoint slides, you conferred with the White House Counsel to make sure that what the content of the slides showed was okay. Did you ever know that the White House Counsel's Office sometimes took those slides and shared them with the Office of Special Counsel?

A: I really didn't ask them what they did to determine if my slides were appropriate or not. I just, as a general rule would run stuff by them.

Q: Have you ever heard—there is an agency called the U.S. Office of Special Counsel. Have you ever heard of that agency?

A: I have heard of it.

Q: One of the things they do is they look at potential violations of the Hatch Act. And unlike appellate courts and courts generally, they do provide advisory opinions. So if a lawyer in the General Counsel's Office of an agency had a question about the Hatch Act, he could communicate with the folks at the U.S. Office of Special Counsel and obtain an advisory opinion. Did you know that?

A: I didn't know that.

Q: It is our understanding that, on occasion, the White House Counsel's Office in fact reached out to the U.S. Office of Special Counsel and shared with them briefing slides to ensure that everything was okay. And you said that you were not aware that the White House Counsel's Office did that?

A: I am not aware that they did that.

Q: So when you had the opportunity to run your materials by the White House Counsel's Office, was it your understanding that they were going to take a look at the information and think about all the different legal considerations and communicate back to you whether or not the information as you showed them in the presentation was okay to give?

A: I believed that by talking to them, I was just ensuring that the material I provided was appropriate and that I had their verbal guidance as well. And so, as a general rule, I tried to talk to them if there was new material or, you know, information that I thought that they should see before—before I proceeded.

Q: So if you had some new material and you knew that the White House counsel that you had dealt with hadn't seen a particular slide, you would—do you ever remember calling that to the counsel's attention?

A: I recall—yeah, I recall just sort of asking them if they had any problems with this, or take a look at it, or sometimes they would come down and look at it for me. We worked closely with these people on lots of issues, so it wasn't unusual to communicate with them regularly.

Q: The Exhibit 12 slide was back-and-forth communications in February, 2005. Is it fair to say that the slides you were using at that point in time were different than the slides you were using in 2006?

A: Probably. There would have been different slides. Things would change but not really change that substantively. Once I sort of had my arms around what I thought were the political landscape and America was sort of headed—but it would change from time to time or maybe I would add a couple new slides or take a few out or find something more germane to the agency in terms of what public opinion, you know, deck of slides. And so I had a pretty good—having worked for the Counsel's Office I had a pretty good understanding.

Public information was public information, and it was perfectly appropriate to always share public information with people. I had a good feel for what the Counsel's office would—what their beliefs were on what was appropriate and what are their interpretations of what was appropriate and what wasn't appropriate. So, but, if

I had a question, I would ask them. Or if I changed something, I would ask them, or, if I changed something substantively. If I changed a number, I wouldn't necessarily ask them about every number change. Meaning, if you just pulled an update of a Gallup slide, for example, I wouldn't necessarily ask them. But—

Q: Your discussions with Counsel's Office, did you—did they happen on the telephone? Over e-mail? Did you go to their office? Did they come to your office? How did it happen?

A: Over the phone, and then they would either come down, or I might e-mail them—either/or. On the phone, or—if, again, like if I was just changing a slide I might be able to describe it over the phone and the attorney would be comfortable with that, or he may say, well, let me come look at it, or send it to me, or it could be any number of—

Q: So, is it fair to say that you had some or all of what I just described, on the phone, e-mail, in person?

A: Yeah. That's absolutely right.

Q: So based on the variety of discussions you had with Counsel's Office, did you have the understanding that they had looked at the content of these slides and had carefully considered or at least considered the information you were presenting to them?

A: As a general rule, yeah. I understood them to have given me the feedback necessary so I could go forward with confidence that I was doing my job in an appropriate way.

Q: Do you have a recollection of any specific tweaks they might have offered? Did they tell you to do anything specific?

A: I don't recall any specific tweaks. I know, as a general rule, that they didn't want—they wanted kind of public information, they didn't want like partisan—overly like partisan message information. But it would be—if it was like a public poll, something that you would see in the news, and I would just sort of be able to gather it for people who may not have had time to put it together and look at it, and talk about—I mean, this is most, was useful a lot on the economy and the President and the Vice President. It could be any number of what was in the news, what the President was talking about, you know.

Q: Did anyone ever give you guidance as to where the best physical geographic locations were for these types of briefings?

A: I mean, we spoke about the briefings, and as a general rule, since it was really a part of my official activities, it was perfectly appropriate to do them, you know—it was easier for the appointees, obviously, for me to go to them than for 40 or 50 of them to come to me. But, the counsel's office preferred to do them kind of after hours just because—just for, out of an abundance of caution, not because it was really necessary to my understanding. But it would allow people, to not—people to come on their own time if they wanted. I just generally tried to follow what they told me.

Q: And you did, didn't you?

A: Certainly to the best of my recollection, I did as they told me.

Q: A lot of these briefings, at least the e-mails that we have seen, indicate that many of them happened after five.

A: I think in fact most of them happened after five, yeah.

Q: So was it—you said you gave one or two of these briefings to most of the agencies. How many agencies—I guess, recently, Mr. Waxman sent a letter to all the agencies regarding this question.

A: Yes.

Q: And if I am not mistaken, 27 letters went out.

A: Yes.

Q: Is that a good ballpark number for roughly the number of agencies or opportunities for political presentations?

A: That seems very high to me, just based on my recollection. I don't think I went to anywhere near 27 different places. I maybe went to 8 or 10 different places. I don't know.

Q: Okay.

A: But I don't know for sure. Again, all these people are very busy. I am very busy, so it was a good thing to do if you could do it. And if it didn't work out, it didn't work out.

Q: When you were before these audiences—

A: Yes.

Q [continuing]: Do you ever remember asking—or I should say, was it your practice to ask these people to help on political campaigns?

A: Was it my practice to ask them to help?

Q: Yeah.

A: No. No, it was not my practice to ask them to help on a political campaign.

Q: And was it your practice to ask them to contribute money to political campaigns?

A: It was not my practice to ask them to contribute money. I know how much these people get paid.

Q: Was it your practice to help these folks understand the types of things they can do to advocate for the election or defeat of a particular candidate?

A: I don't recall ever speaking about the election or defeat of any particular candidate. I recall only speaking about the landscape of the country, what was happening politically, what people were saying, what different scenarios and outcomes meant for our ability to impact the President's policies.

Q: One of the folks in your office, Mr. Jennings, it is our understanding that he gave some of these briefings, too?

A: M-hm. Yes, he did.

Q: What was the decision-making process as to whether you were going to go deliver it or whether he was going to go deliver it?

A: As a general rule, I would do them. He was a good speaker and, I had brought him with me a number of times. So he had seen me give these multiple times. So he understood sort of the ground rules and understood my vantage point on various issues. And so if I couldn't do it, I think there was sometimes like if I had something scheduled and then I had to travel with the President or Vice President kind of last minute because another individual in the—in my sort of universe of staff couldn't make it, he would fill in for me. And he on occasion did them, he was invited. Again, I think some of the agency staff liked to just get different people from the White House to come and speak and talk. And so he may have been invited on his own as well.

Q: I guess every agency has a position they term White House liaison?

A: Yes.

Q: What do you understand that position to mean in a general sense?

A: Well, I think it can be different in different agencies in the sense, in terms of the scope of seniority. But most White House liaisons do just in fact what their title says, which is White House liaison, so they would interact with the President's staff and help serve as kind of a funnel of communications between the White House and their respective agencies. They work—many of them work—they work most closely with the President's Personnel Office in terms of personnel decisions in the agencies in a political capacity, as I understand their role to be. And then they would work with all the other offices, too, that had questions, you know. They worked with our office. They would work with the Cabinet Liaison Office a lot to the best of my knowledge. So their job was kind of, in fact, laid out in their title.

Q: Were those folks considered the conduit to provide information to so they could go back to their agencies to help the agencies understand what the President's initiatives are?

A: Sure. Absolutely. And there are other people in the agencies, but they played an important role in facilitating communication between the White House and the agency staff.

Q: At the White House end of things was there anyone on the White House staff whose responsibility included overseeing all the different White House liaisons?

A: Your question is, was there somebody responsible for the White House liaisons? They don't—no, not that I am aware of. Certainly not in any formal sense. They don't have a boss at the White House. They would work for the Cabinet Secretary or director to whom they reported.

Q: So there wasn't anyone on the White House end of things that was sort of in charge of being the principal point of contact for the White House liaisons?

A: Well, I think they worked very closely with the personnel staff. So, the Personnel Office is organized in what they would call portfolios. So there may be an individual responsible for filling positions within say the natural resources portfolio. So they would work very closely with that person. They would work closely with our office. We would work with the Personnel Office a lot on various boards, commissions, and different things we would work with them on. So they would work with us on that.

They might work with us on—again, one of the things that I always tried to do as the director was to take an opportunity and make people who worked for the President, make it as good an experience as I could within my limited ability to do so. And that simply is just a function of taking the time. As an employee of the White House, you have certain things you can do. You can give people West Wing tours. You can invite them to see the President take off from Marine One. These are simple gestures, and I would instruct my staff to try to make sure that we were regularly saying thank you to people and pulling them into some of the great perks that the President and First Lady offer to their staff. And we would

facilitate that. I assumed that the staff facilitated that through the White House liaison. That would make the most sense.

Q: From time to time, yourself or someone in your office would have a chance to address different groups of White House liaisons. Is that true?

A: Yeah, we would—maybe they would come over a couple times a year as a group, or they might come over with their chiefs of staffs of their agencies. And this might be a program put together for them with lots of speakers from the White House talking about the President's initiatives and, what he is working on, and the importance of our communicating with one another.

Q: During those opportunities you had to be with the White House liaisons, did you ever hear anyone on the White House end of things ask these White House liaisons to help on political campaigns?

A: I don't recall anybody asking to help on a political campaign.

Q: Do you ever recall anybody asking these White House liaisons for money to contribute to political campaigns?

A: I don't recall anybody ever asking the White House liaisons for money.

Q: So the get-togethers with the White House liaisons, was that something that happened a couple times a year, once a month?

A: No, a few times a year. I think I went to a couple meetings over the course of my time as political director. I don't think I went to all of them. Because sometimes the person—usually, the personnel director at the White House would initiate the meeting and would invite us if we wanted to be there and other staff at the White House. They would bring the Congressional Affairs staff over, and the Congressional Affairs person would speak to them. And they would bring the Intergovernmental—the Intergovernmental Affairs Office would bring their fellow Intergovernmental Affairs people over. So there was kind of a whole series of these kind of meetings that would take place where people would communicate their—what they were working on.

Q: So having heard you explain that, there is nobody in your office who was in charge of the legion of White House liaisons. Is that fair to say?

A: Certainly no White House liaisons were reporting to anybody in my office. We worked closely with them on—from time to time. We knew them. But, they certainly didn't report to us. They reported to their Cabinet Secretary or director.

Q: You talked about earlier that it was hard for you to understand the differences between the schedule Cs, the noncareer SESs, the PASs. Are there any other—are you aware of any other types of political appointee descriptions?

A: Not really. Is there a PA? There is also a PA maybe or something? There is one other. I don't know. I didn't—

Q: So you don't know if there are different rules about what can be said and done with a PAS versus a schedule C?. And I mean, specifically, what the narrow differences are between—

A: I recall being told that obviously a Senate-confirmed person has a—they can have, I think, more direct conversations about politics. But I didn't really do specific meetings with them, so I always, because I was in the—usually in front of a schedule C appointee,

that I just—I just tried to stay consistent, so I didn’t—because I was never always sure if somebody was a PAS or a schedule C, that it was easy to just make sure that I was focused on a message that was appropriate for a schedule C appointee. People could call me if they had questions. I didn’t really think much beyond—what I would give in my political briefing is kind of what I would give to—what I would give to anybody who I was talking to.

Q: I have handed you a document that I have marked Exhibit 13?

A: Yes.

[Taylor Exhibit No. 13 was marked for identification.]

BY MR. CASTOR:

Q: I want to give you a moment to read it. It is an e-mail exchange between Matt Smith, appears to be the Veterans’ Administration, and Scott Jennings?

A: Yes.

Q: This is from October, 2006. This e-mail asks Scott if Scott would be willing to come over and do a very quick political brief as well as some remarks on what the White House expects from appointees. Scott responds: Yes, either Sara or I would be happy to do it. Let me check with her, and we will get right back to you. To be clear, we will lay out the ground rules for appointees as we have been directed by counsel. The rules are pretty clear and simple, and we will gladly make sure everyone has the information.

Is Scott referring to White House Counsel here, do you think?

A: I believe. I mean, I don’t know, but I believe so.

Q: So it seems like Scott understands that the rules are what they are, and they would be happy to help people at the VA understand them and come over?

A: M-hm.

Q: Is this a pretty—does this reflect what you believe is the understanding in your office, or what your office was when you were at the White House; that the rules are—you know, you can understand the rules because you can go ask the counsel, and you also can help other people understand the rules if they have any questions?

A: Sure. Absolutely.

Q: I have another document that I am going to mark Exhibit 14. This is an e-mail exchange from June, 2006—

A: M-hm.

Q [continuing]: Between a staffer over at the Treasury Department, and it looks like yourself and Barry Jackson?

A: Yes. The two of us are on there.

[Taylor Exhibit No. 14 was marked for identification.]

BY MR. CASTOR:

Q: Is there any way to tell from looking at this e-mail chain whether or not you were e-mailed at your official EOP account or whether it was an RNC account?

A: That was my official account, because of the M period. I did not have an M period in my political account.

Q: It looks like, in the e-mail you sent around 8 o'clock or 10 minutes to 8, you told the folks that it is better to do these presentations at 5 o'clock per White House Counsel. But you can do it at Treasury, or I guess that would be at the EEOB? Would that be the other?

A: That would be the place where we would do it, yes, if they came to us, yes.

Q: So as you look at this document, it seems like Treasury has reached out to your office to see if you would be willing to provide an update on the political landscape to the appointees, the politicals, and you have agreed. You said you are happy to help. And the White House Counsel would rather you do it at 5 o'clock. Was that something that you would sometimes do? Would you sometimes tell these agencies that it is better to do them at 5 o'clock?

A: Well, my understanding from the White House Counsel was that, as a general rule, while certainly we could do them during the day, that it is just probably better to do them at 5 or after. And so I just generally followed their guidance. Plus it is just simply easier for other people. They have stuff they are doing during the day, too. So it is just sort of common sense.

Q: Over the break, I figured out a better system. I don't know if you have noticed that.

A: You are to be commended on your new system.

Mr. EGGLESTON. You must have missed lunch.

The WITNESS. I hope you didn't miss lunch.

Mr. CASTOR. I didn't miss lunch. I had a delicious lunch. I have marked this as Exhibit 15.

The WITNESS. For the record, the whole room looks like it's about to fall asleep.

Mr. CASTOR. I have received an e-mail communication from the Committee. The full Committee hearing scheduled for Monday, July 30th, on the Office of National and Drug Control Policy, has been cancelled. I just thought I would communicate that to you, as you were a witness, I believe.

The WITNESS. I am appreciative. I recently started a new job, and one of the people I am working with, the new president, is coming into town on Monday, so that was a bit of a concern I had as to not be with him.

Mr. CASTOR. I thought it would make sense to let you know as soon as possible.

Mr. EGGLESTON. I appreciate it.

Mr. LEVISS. I was waiting for the break, but it was good news.

Mr. CASTOR. Everyone likes breaking news.

Ms. SACHSMAN. We didn't want to interrupt you, Steve.

Mr. CASTOR. I appreciate that.

BY MR. CASTOR:

Q: This exhibit I have shared with you is a back and forth between the Interior and Meredith MacIntyre. Is that someone in the Office of Political Affairs?

A: Yeah, and Henley—Ms. MacIntyre was my assistant.

Q: Okay. In the 7:35 p.m.—your assistant's working at 7:35 on April 22nd. That's to be commended.

A: My assistant worked usually until about 10 p.m., unfortunately for her, which is probably why I could only keep her around for a year-and-a-half.

Q: She informs the folks over at interior that White House Counsel is uncomfortable with Sara giving a political briefing during normal business hours. And I wanted to show this to you as an example that it wasn't only you that was under the impression that these briefings are better to happen at 5. In fact, your assistant, you know, it was her practice to tell the agencies that the preference is to do these after 5.

A: That was my understanding. And so, I think, as a general rule, we always tried to do them at 5 or later.

Q: There is some reference to the Q and A that would happen after your 15- or 20-minute talk. Earlier counsel from the majority asked you, you know, whether your talk was an hour long, and you said that it usually wasn't. Is 15 or 20 minutes, is that a better—was that ordinarily how long you talked for?

A: Probably. It's probably a closer ballpark. It would depend—I think, in some of these, I don't recall bringing a slide deck with me. I may have just gone over and spoke. It would probably depend on the time or what was going on or—you know, sometimes they might ask me to come speak on an issue specifically, in which case I would focus on it. I don't recall. I probably had one speech a day on average, you know, so I just don't recall every speech I gave.

Q: As the White House political director, you were the—you were the senior official giving political information and advice to the President. Is that correct?

A: I was a senior person, but not the most senior person.

Q: How frequently would folks such as yourself that had a direct line to the President, gave the President direct information on a regular basis as part of your job, how frequently would folks like yourself go out to the agencies and talk to them about the political landscape or about their particular jobs?

A: You are talking about sort of the White House staff broadly?

Q: Right. Right.

A: I don't know for sure. I would hope often and regular. And I would hope that everybody did it. And I believe most people did. But I don't know for sure.

Q: Do you think most people had opportunities to give talks and presentations like you did?

A: I think many people did that, and certainly had opportunities and, did in fact do it.

Q: The question-and-answer portion, generally speaking, was it—did the folks that you were talking to, did they have a lot of questions? Was there a lot of back and forth with them?

A: Sometimes they would ask—it would depend. They would ask questions. I mean they, mostly wanted—they mostly didn't under—they mostly wanted to have an understanding of why something was or wasn't being discussed more by the President. So, as you might imagine, if you were—if you were working on a specific policy within an agency, that that's probably the most important thing

to you. Yet the President has responsibility over the entire government. So, they may ask some narrow question about why can't we get more focus on X, Y or Z issue. They might ask about their home State politics, what I think of it, what's going to happen. What do I think is going to happen? They asked any number of questions. It was just—

Q: Did the time allotted for Q and A, did it usually get occupied? Did you usually find yourself having to say okay, thanks, guys, I have to leave now?

A: Yeah, I mean, not really—I mean—rarely. I mean, people would ask questions, and I didn't really pay that close attention to how many questions people asked. I may get four or five questions on average per briefing. I don't know. I mean, I am sort of guessing at that. Maybe more, maybe less. I mean, I am sure I put people to sleep, too, and they couldn't wait for me to leave, so—

Q: The famous January 26th, 2007, GSA brown bag luncheon where Scott Jennings gave a talk. Some of the witnesses have—they all have very, very different recollections about what may or may not have been said, but a number of them have said that a topic may have come up that made Scott suggest, hey, guys, let's take this off line. Do you ever recollect a situation where the Q-and-A session may have raised something that you said, hey, guys, let's—I can't go there or let's take it off line?

A: I don't recall any specific question. I mean, as a general rule, if I didn't think I should answer their question, I would just punt it to their counsel. I would say, you should talk to your counsel about that.

Q: How often did that happen?

A: Not often. I can't actually remember any time that it happened. But I made a point, when I spoke in front of agencies, to bring up at least once that they should—if they ever had any questions, they should make sure they spoke to their counsel.

Q: You gave a lot of presentations before groups. How many in an average year do you think—how many times were you giving talks to folks where there was a Q and A?

A: Probably, on average, three times a week for a duration of 2 years. A lot.

Q: Hundreds?

A: Probably close to that range, yeah.

Q: And from time to time, when people have to ask a question in front of the group, is it fair to say that sometimes they often have a failure to communicate what they are really trying to say? They have a hard time getting their question out? Doesn't that happen a lot of the time? Maybe someone who is not a good public speaker?

A: Probably that happened. That happened sometimes.

Q: Did you have any personal sort of strategies if someone gave you an awkward question, or did you have any sort of go-to strategies other than asking them to go to their counsel's office to sort of defuse sort of a weird question or question you didn't understand or a question that made you feel uncomfortable?

A: I guess I don't recall any questions that I was concerned about. If I thought somebody was approaching an inappropriate

line, I would just generally tell them, before you do anything, you know, check with your counsel.

Q: How about in your talks that you might give to nongovernment officials? Did you ever get any crazy questions from the audience that—

A: I am sure I did. I mean, people have some interesting ideas. I would just generally listen and thank them for their idea.

Q: I am marking Exhibit 16. Let me know when you are ready. This is an e-mail back and forth in the summer of 2005.

A: M-hm. I see it.

[Taylor Exhibit No. 16 was marked for identification.]

BY MR. CASTOR:

Q: It looks like someone over at the USDA has reached out to your assistant—

A: M-hm.

Q [continuing]: Regarding a visit you were scheduled to make Thursday, June 9th, for a 5 p.m. meeting with the agency's political appointees?

A: M-hm. That's correct.

Q: Do you have any recollection of this meeting in June of 2005 at USDA?

A: I don't.

Q: It looks like your assistant was responding to these e-mails on the RNC account?

A: It appears so.

Q: How many folks in the Office of Political Affairs had RNC accounts? Do you know?

A: They all should have had them.

Q: Did you ever give any instructions to Henley about what she should or shouldn't be—what types of communications she should or shouldn't be having on her RNC account?

A: I don't recall giving her specific instructions. I recall us receiving sort of a briefing from counsel to, political information is on political equipment, and official information is on official equipment. And, I think that I can only speak about my own experience, which is, that sometimes became a—sometimes it's difficult to manage because of the high and fast pace in which you are working and the volume of things you are trying to do and the various things you are covering in any one 10-minute increment that you are trying to—and I suspect that everybody else that I worked with did their best but, from time to time may have used an account that—and certainly, she may not have understood what—if this was political or official or—I may not have made that clear to her.

Q: So if this person from the USDA had sent you a similar type of e-mail, you may have just responded on your RNC account if—

A: If that's where they sent it to me, that's probably what I would have done, not thinking about it. Because it was easy—because I would have had to forward it to another computer and—

Q: Right.

A: And then go dig their e-mail address out and then type their e-mail address into the different computer. And imagine trying to do that all day. We just become creatures of ease, I suppose.

Q: It would be impractical to do such a thing, wouldn't it?
 A: I think that's a fair statement.
 Mr. CASTOR. I think I am ready to stop now.
 Mr. EGGLESTON. May we have a couple minutes?
 Mr. CASTOR. Certainly.
 [Recess.]

EXAMINATION

BY MS. SACHSMAN:

Q: I think I am going to start by following up on some of Mr. Castor's questions about your use of your RNC e-mail account.

A: M-hm.

Q: You said that you received a briefing by counsel about your use of e-mail. When did you receive that?

A: I don't recall. I just recall being given some general guidelines at some point.

Q: Do you recall if it was towards the beginning of—I guess toward the beginning of the administration, during that first time period when you worked?

A: I think so. I mean, at some point, I generally—I should say this. I generally was made aware that political e-mail should be sent on the political computer, and the official e-mail should be sent on the official computer. That's what I recall as the guidance. And specifically or who or how I got that, I don't know. But that was my—that was what I believed to be the case.

Q: Do you recall if you were given that kind of guidance both—because you were at the White House for two separate time periods—

A: Right.

Q [continuing]: Both in that first time period and in that second time period?

A: I believe so, but I—I believe so. But I can't say for sure.

Q: And when they were explaining that you should use one for political and one for official, did anyone ever explain to you how to define political or official?

A: I don't recall. I don't recall a—I mean, political, I think as you are getting to, is kind of a nebulous word. It can mean lots of different things. I really can't say that I know that.

Q: Did you ever have discussions amongst yourself and the people that were staff beneath you or other staff in the White House about how they were saving or which account they were using or the definition between official and political?

A: I believe that—we would have—I think I had the counsel's office come to the—to a staff meeting early in my tenure, and this is a subject that was likely to have come up, although I just don't remember specifically, and would have asked their guidelines, their guidance. And my general understanding again was that political information should be used on the political account; official information should be used on the official account.

Q: What was your general idea of what would then be political information to be used on the political account versus the official?

A: Political campaign activity. So, I think, again, if you are thinking about sort of pure political, and you are wearing your hat as

an individual and engaging in political activity on your personal time, certainly that was the case. But then there is this whole sort of obvious gray area of sort of, if you are scheduling the President for a fundraiser, I guess you are really official, but it could be political. It is a political activity, but you are doing it in an official capacity because you work for the President.

But sometimes, I might just use my political account because in the event that somebody were to ask after a simple scheduling question—I mean, people have now conversations over e-mail. So a lot of times, just out of an abundance of caution, if I was doing anything that was, quote, political, I tried to use my political computer.

Q: Did anyone from the White House ever instruct you to save e-mails from your political e-mail account?

A: I don't recall.

Q: And did anyone from the RNC or from the Bush campaign give you that kind of an instruction?

A: I don't recall them ever doing so.

Q: Did you ever have any discussions with anyone from the RNC about their policies for deleting e-mails that were sent and received?

A: I don't recall having conversations about it.

Q: We have seen that in the memos that Mindy McLaughlin was sending out, she, generally speaking, perhaps always, used her RNC-provided e-mail account. Did you ever have discussions with her about which account she should use for those activities?

A: I think the guidance I would have given her is that if she was engaging in, quote, political activity, to use her political computer. If she was engaging in official activity, to use her official computer. I believe—I don't recall specifically giving her guidance, but, again, I believe at some point this probably came up, and that would have been my guidance to her.

Q: And would the sending out of these memos have been official activity or political activity?

A: It could vary; they could have been both.

Q: In what way?

A: Well, they are official activities, as we discussed, and the memo you provided to Director Daniels, which were official activities, but, you know, some of these Cabinet Secretaries would do political events. And so they could do official events, and they could do political events. So, in theory, she would be, in her personal capacity, could schedule political events, and so she could be doing both, and was likely doing both, and I believe she did both.

Q: We have seen, and if you would like to see, I can show you, memos from Mindy McLaughlin to some Cabinet Secretaries that, as you said, both official activities and fundraising activities. Do you think that it was appropriate to use the same memo for collecting the information on both of those?

A: I think that she, out of an abundance of caution, probably used her political equipment to make sure that she was—if there was anything that was considered, quote, political, that she was doing it on political equipment. And I think that this is a somewhat of a gray area, that some of this—she has official capacity, and she can choose to have a political capacity. And she was prob-

ably trying to make it easy for people, thus trying to do it on one document, but making sure she was doing it on her political equipment.

Q: Did you ever give her any instructions about that?

A: I don't recall. I didn't—I don't recall sort of telling her to do separate documents.

Q: In an April 9th, 2007, article in the National Journal, which I can show to you if you would like to see it, a former White House political aide was said to have vaguely recalled receiving guidance about sending e-mail on an RNC-provided BlackBerry, and using a gwb43.com e-mail account, and noted that this guidance had come from you. Do you recall issuing guidance of that sort?

Mr. EGGLESTON. Can we see that?

The WITNESS. I would like to see that. I don't recall seeing that. I have read it.

BY MS. SACHSMAN:

Q: You have had a chance to read it? Okay. Do you recall issuing any guidance?

A: I don't recall, but I, again, probably at some point told them to use their political equipment for political activities and their official equipment for official activities.

Q: Would that have been I guess informal guidance, or would you have written something down in an e-mail or—

A: It was probably informal, as I would have repeated it, or I may possibly have just invited a member of the counsel's staff to come give the guidance. I don't recall specifically.

Q: What prompted you to give that kind of guidance or ask White House Counsel to give that kind of guidance?

A: Because I wanted to make sure that people who were working for me had—had an understanding of sort of the procedures. I wanted to make sure, particularly make sure that none of them were putting themselves in a position where they might unintentionally fail to comply with the Hatch Act. And so I, likely would have instructed them to be careful and to err on the side of caution and to make sure if they were doing something that was political in nature to use their political equipment. And as a general rule, if they didn't know, to err on the side of caution.

Q: Because of that reason, is it likely that you had that instruction given or you gave that instruction towards the beginning of your term as director of OPA?

A: I don't recall when I gave it, but that's probably—usually, the beginning of a tenure you are more focused on process. So that's probably fair, but I don't recall for sure.

Q: Your attorney mentioned earlier, or you mentioned earlier that your attorney is in possession of your RNC laptop and that—and I just had a couple questions about that, because it was a little unclear to me. Since you have left the White House, has the RNC requested that you search that computer in order to give them documents for them to comply with any document requests?

A: I have—I have asked everybody to deal with my attorney on all of these matters, and so I don't know if the RNC has—

Mr. EGGLESTON. No.

The WITNESS. They presumably have the network.

Mr. EGGLESTON. And they have the network.

The WITNESS. So presumably, I am guessing, they have access to my records, but I don't know that for sure.

BY MS. SACHSMAN:

Q: Oh, I see, because the computer is still connected up to the network. You are not still using the computer?

A: Not still using the computer, but the computer during the time of my use would have been connected to a network, and thus they would have it from the last day that I used it.

Q: Has the White House asked you to search that computer for any purposes since you have left?

A: I don't recall.

Mr. EGGLESTON. No.

The WITNESS. Again, I have left all communications to my attorney, so I don't know.

Mr. EGGLESTON. No. The answer is no.

BY MS. SACHSMAN:

Q: When you were still at the White House——

A: M-hm.

Q [continuing]: Do you recall document requests coming in, during the entire administration, in which you were asked by White House Counsel to search your White House computer to help comply with them?

A: I recall vague recollections that I—that a few times those things would come across. I don't recall any of them ever pertaining to anything I was working on. It would be subjects that I would know nothing about, or they might be, requests for some time period that I wasn't working there or—I have vague recollections of seeing—occasionally seeing something of that nature.

Q: When you were asked to search your White House computer, were you also asked to search your RNC computer?

A: I don't recall.

Q: Do you recall whether you ever did search your RNC computer for documents?

A: I recall Counsel's Office searching my political computer in conjunction with some of these current investigations before I left. But I don't recall searching it myself or, I don't recall—I would have to see the e-mail requesting the search to know. I just don't—I don't recall anything about those e-mails other than I have a vague recollection that from time to time we would be asked to keep records.

Q: This committee made requests, recent requests to Karl Rove for political briefing information. Do you know whether the White House searched your White House and your RNC computers for that information?

A: I don't know.

Q: Would you have been aware of it if they had done it?

Mr. EGGLESTON. How recent was the request?

Ms. SACHSMAN. The request would have been March 29th of this year.

The WITNESS. I—in the last sort of couple months of my tenure at the White House, the Counsel's Office searched my computer thoroughly, regularly, and so—

Mr. EGGLESTON. Thanks to all of you.

The WITNESS. Thanks to all of you, correct, among your friends in the Senate. And so I can't recall.

Mr. EGGLESTON. Okay. Not all of you.

The WITNESS. I can't recall a specific search, but I believe that the counsel's office did its best to comply with your requests.

BY MS. SACHSMAN:

Q: What are you basing that belief on?

A: The fact that they are good people.

Q: No specific recollections, though?

A: I don't recall specific requests. I just recall that they were disrupting my work often.

Q: Do you know whether other White House staff searched or had the White House Counsel search their political accounts in response to different requests?

A: Again, I believe that they were in our office searching regularly, often, a lot.

Q: Was there anyone specific from White House Counsel who was doing the searching?

A: More than one person. Different people. I suspect that they had different areas that they were working on, and we might see any number of different people who were trying to comply, comply with various document requests or information gathering requests.

Q: Do you recall who it was?

A: You want to know which attorneys?

Q: If you recall.

A: I really don't know who did what. I just, I would meet with these people sometimes as they would come down, or they may have asked us to do it as well. It seems like, on the document searches, I don't really know their names. They would have been junior attorneys. And if somebody had questions for me, I might meet with one of the more senior attorneys. And those folks are not memorable to me.

Q: Did you ever communicate on your BlackBerry using the PIN code instead of an e-mail?

A: Ever?

Q: Sure. Ever.

A: Yes.

Q: Okay. Was it your practice to do so?

A: Rarely. Very rarely.

Q: On what kinds of occasions would you use the PIN code?

A: Well, generally it is customary for people to—let me just put it—let me just be frank. Can I be frank?

Mr. EGGLESTON. I doubt that's a good idea.

The WITNESS. Men sometimes ask for your PIN. It is usually a bad sign. Let me just leave it at that. So, like, I have had men ask for my PIN. I have given them my PIN. They e-mail you. It's a social thing. I have never had e-mail on a work-related topic—a PIN

on a work-related topic that I recall ever. Kind of creepy, I know. I don't even——

Mr. EGGLESTON. Don't they ask for phone numbers any more?

The WITNESS. Not at all. It's so bad how far we have——

Mr. LEVISS. That's old school.

Mr. EGGLESTON. Hey, honey, can I have your PIN?

The WITNESS. That's exactly what happens. And you know immediately, stay away from that guy.

Ms. SACHSMAN. I think that sounds like a good practice.

All right. Why don't we mark a new document? I think this is Exhibit 18.

[Taylor Exhibit No. 18 was marked for identification.]

Ms. SACHSMAN. I can assure you that was not what we were——

The WITNESS. No, but it's actually true. It was actually a Democratic staffer who taught me how to use the PIN, for the record.

Mr. LEVISS. Now you are just making a record.

Ms. SACHSMAN. We don't want the names.

The WITNESS. You are not going to get the names, don't worry.

BY MS. SACHSMAN:

Q: Exhibit 18, which we have just marked, is a briefing, cover page says the White House Office of Political Affairs, January 4th, 2007. This briefing was turned over to us by the State Department, who told us that you had given this briefing to embassy——

Mr. LEVISS. Ambassadors.

BY MS. SACHSMAN:

Q: Ambassadors is what I am trying to say. And there was a recent Washington Post article in which this briefing was actually referenced, and then it ended up on the Washington Post Web site.

A: My briefing was on the Washington Post Web site?

Q: It still is.

A: Fantastic.

Q: Do you remember giving this briefing to the ambassadors?

A: I do.

Q: What do you remember about it?

A: I remember my boss, Karl Rove, had invited a handful of diplomats to breakfast at the White House mess. And I remember him inviting me to join him and asked me just to kind of give them—I think he—something came up on his schedule, and he was only there for a brief amount of time. And he had asked me to just kind of give them my take on the outcome of the 2006 election. I think they were curious and maybe were getting questions back in their countries about sort of what happened in the landscape and——

Q: Is this similar to the briefings that you would have given at an agency?

A: Well, I don't—similar is probably fair. I don't recall giving—I mean, much of this—these slides, as I see them, are sort of post-2006 election. I don't know if I gave a briefing to an agency after the election. But in terms of the general kind of, there would have been some of this—some of these kind of similar themes. But I don't—I don't recall giving this briefing to an agency.

Q: Did you check with White House Counsel before you gave this specific briefing?

A: I don't recall checking with them. Again it was kind of a social breakfast. It was a small number of people. We were having them over for breakfast in the mess. We chatted. I think I spent a sum total of 5 minutes on this, maybe less. I don't recall going through the whole briefing. I don't recall—I think these folks, as you might expect, given their capacities, were interested in sort of big picture themes, not specifics in my briefing.

Q: Let me call your attention to—this isn't Bates stamped, so it's kind of hard to find, but it is about 4 or 5 pages from the end. It's the slide entitled, "2008 House Targets: Top 36." Is this a slide that you had included in other briefings also? And I don't mean this specific slide, but I mean 2008 House targets?

A: I mean, I think that I may have done something in my political capacity for members of the Republican National Committee and that this was a slide that—I don't know or exactly recall where I got this information, if I just pulled it from one of the various folks who make their living or how I put it together. I don't recall. But I believe I did it for that. And I think, as I recall, I just sort of grabbed what I had last done, because I was sitting in a room—at a table sort of not even this big mostly just chatting with people at like 7 in the morning on my personal time, on my personal bill at the White House mess.

Q: Is this a slide that you would not have shown to agency appointees?

A: I don't—I don't know that I wouldn't have shown it to them. I could have showed them something similar. I mean, again, if you are trying to make a—if you are trying to lay out the political landscape in the country, and you are trying to sort of make the case that certain races around the country are a focus of the media and a focus of sort of the political intelligentsia, and they are really the indicating races for whether Republicans or Democrats are going to control the outcome of the House, I am—I probably did include similar slides to this to sort of get a sense of, you know—but I would sometimes include slides also that were, you know, that would show sort of Republican races, maybe NRCC targets. I recall doing DNCC targets. You could sort of determine this information by reading a lot or by pulling—sometimes people would give me the buy information. So then you could really tell where people were spending their resources. And that would give you a better feel for the landscape and how many races were really in play. So there would be any number of things I might do to try to ascertain this kind of information. I don't recall this slide specifically ever being used in a briefing. I don't recall giving any briefings in the first couple months of this year.

Q: What would be the purpose of showing this slide to ambassadors?

A: I think it was in the slide deck. I don't think I ever spoke about this slide. I don't recall ever talking about it, showing them, giving it to them in the sense of that I was trying to give them a message. I think that I was focused on the big themes of why we—why the party was no longer in control of the Congress, and sort of what had happened and—you know, I probably, like I said, I

think I may have spent a sum total of 5 minutes on this thing, and I may have gotten through half of these slides.

I mean, these folks aren't interested in that information. I mean, they just could have cared less. They were interested in why Republicans didn't control the Congress. That's what they wanted to know, what our take of it was. And my impression of this quote-unquote briefing that was in the Washington Post story was that my boss, Karl Rove, who some of these people I got the impression he has known for a whole lot of years, many, many, many years, who I got the impression that he was friends with, that he had them over for breakfast at 7 in the morning in the White House mess, which he was paying for. And he just asked me to pop over and give my take because he had to go do something else. And this is a simple, logical thing you would do if you had to leave your guests and didn't want to leave them alone. You would ask your deputy to come chat, pay attention to, have breakfast with, enjoy each other's company. Really, trust me, it wasn't that interesting I am sure. It was—I was very interested in being there. I enjoyed meeting those people. I don't think they were that interested in me, for the record.

Q: Did you think it was appropriate to discuss House targets for congressional races or, you know, close races for Republicans and defense for Republicans at agencies?

A: I think that if you are trying to lay out for the President's staff and the President's appointees the political landscape of America, it is very difficult to do it in a way that excludes specific States or districts. If you are having the conversation with somebody about the landscape, and you might say that there are eight States that will determine the outcome of a particular set of elections, that you would sort of identify what those eight States are.

And so, again, you can read a lot of information. There are tons of people offering commentary on this. And obviously, I have people I know that work in politics, and I read a lot, and I just sort of try to ascertain my own views based on all the information that I have to provide the best overview of the political landscape of the country. And so, I would just try to share my views on what was happening, what was likely to happen, what the outcome would be, how that would impact our ability to implement the President's policies.

Q: What would be the—I mean, what would be the take away that you expected the agency officials to get from learning where there were close races?

A: Well, they would certainly have a better understanding of the likelihood of various Members. They would have, they would understand—many of these agency staffers are responsible to specific committees on the Hill. They might have a better understanding of the committee makeup if, if the—in the future, based on looking at some of these races, they might have a champion on the Hill for some of their issues, and they would have an understanding if that champion was in a serious race or not, they might have, you know, any number of reasons why this information, you know, could be of use to them.

More broadly, though, it wasn't really specifically about—I never sort of—I don't recall ever spending any amount of time on these

specific races. It was sort of, there are 40 seats in play, and here are the seats, based on the information that I have, that are most—or there are 30 seats in play, or these 10 seats seem to be the ones that people are most focused on. It was more of a fact that I found interesting and others might find interesting than it was sort of a specific step-by-step analysis of districts. I didn't spend that much time on it.

Q: What would knowing that a champion to their causes was in a serious race mean to an agency appointee? What would they do with that information?

A: Well, I mean, I think that if you—some of these folks maybe worked really—they would have worked with these Members, and they got to know their staffs, and they probably found it interesting. I don't know.

Q: We discussed—oh, just one more question on the PowerPoint. When you generally went through PowerPoints at agencies—

A: M-hm.

Q [continuing]: What was your practice? Did you talk on—people do them different ways. Did you generally flip through the slides and go down each slide and discuss each page, or did you talk off script for a while?

A: Yeah. I just did things pretty quickly, and I talked off script, and I—I focused on the information, but, I might spend 10 minutes on one slide that is—obviously, I don't think this was one I gave. But, if I was at Treasury, I might spend a long time on economic data slides, and if I was at HHS, I might just skip through it really quickly and move onto something different. It would just depend where I was and what was going on at that time and in terms of what the President was focused on.

Q: We discussed the guidance that you received from White House Counsel on political briefings.

A: M-hm.

Q: Did you ever consult with White House Counsel about how you were doing travel for agency officials?

A: I don't recall. I don't recall talking to them about it. I may have early on. Again, it was—it was such a part of my official capacity for the President that I, that I was so involved in helping determine his schedule, both official and political, that it was sort of—and people in the administration I think knew that about the role that I played. And so they might be more inclined to kind of just ask me my take on travel. And so I may have, but I just can't say for sure.

Q: Would the factors that you considered when you considered determining where the President should best spend his time be the same as when determining where Cabinet Secretaries should best spend their time?

A: Yeah, I mean, generally, if I was—on the President, we would look for places where he hadn't been recently. You know, a lot of the issues he speaks about are salient all over the country. So we would try to spread, spread his visits out, have an opportunity to be in many media markets and, certainly interact with as many people as he is able to. So, it sort of, it would just depend, so many different factors come into play when you are doing travel. I mean, I might need to keep the President close because of specific events

on his calendar that day. So I might need to keep a list of recommendations that were in the short radius of the greater Washington area. A Cabinet Secretary, it's possible would potentially call me to say I am heading out west, is there anything I can do on the way? I mean, just various things would come up that would require me to sort of suggest somebody go somewhere. It's just pretty hard to say. There was really no kind of clear-cut formula.

Q: Was the travel—Mindy McLaughlin had this practice of keeping these memos. Was the travel done the same way before 2006?

A: I don't know. I don't know.

Q: Was it—did she keep those—did she keep those memos in 2005?

A: I don't know when she started doing those memos. I think she would have. I mean, as a general rule, I probably would have worked with her to develop a process that was easy for people to work from. But I don't recall specifically when the memo process started. There would have been some process in place for doing this.

Q: Do you remember when it ended?

A: I don't know that it did end.

Q: Was it going on when you left the White House?

A: I don't know. Presumably it would have been. I don't recall seeing—I just don't remember the last time I really sat down and went through those with her. I can't say for sure. I think that she probably also did stuff informally, too. I mean, you get requests for somebody to go somewhere, and they might—they might just call them.

Q: What kind of manager is Karl Rove?

A: What kind of manager is he?

Q: M-hm. Is he very involved?

A: He is a good manager.

Q: I guess I will be more specific. Was he involved in your day-to-day activities?

A: No. I mean, he didn't micromanage my activities.

Q: Was he aware—

A: That's sort of—you are—let me back up. Why don't you ask a—I am happy to answer your specific questions. He was obviously involved with me. I worked for him. He didn't micromanage me. But you would have to ask the question, specific question, for me to be able to provide you an answer.

Q: Was he aware that you were arranging travel in the way that you were arranging travel?

A: I think he generally knew that we helped provide suggested travel to people, but I don't know that I ever had a conversation with him that—where he would have known process or—I just don't recall.

Q: Would you have discussed with Karl Rove what people, or who to suggest travel—I guess what suggested events to suggest?

A: Possibly from time to time. Not unlike me, who got calls from Members of Congress. He also got calls from Members of Congress, so he might suggest to me to follow up on a request that somebody had made to him about an event that they would like to do in their district. That certainly would happen regularly.

Q: Would you have consulted with him about what would be appropriate factors for you to consider when you were advising people about travel or suggesting travel?

A: I don't recall having a conversation about factors with him.

Q: What about the political briefings? Was Karl Rove aware that you were giving these political briefings?

A: Generally, he knew that I visited agencies on—so I think that he probably had a general awareness, but I don't recall ever sort of specifically telling him each time I went or—

Q: Would he have ever seen one of the slide show presentations?

A: He would have seen some variation of it at some point, I am sure. I don't recall specifically sitting down with him and going over—I would think, as somebody who reports to him, I would have made sure that he was generally comfortable with my understanding of the political landscape of the country. I would probably do that verbally, not necessarily going through slides, but as an employee of somebody, you don't want to say something that is counter to their views on issues. You want to make sure you are consistent. So you think these issues are the most important issues, or these are the issues that the election is determinant on, or the issues being discussed in the country are because of X, Y or Z, that you were generally reflecting each other's views and people weren't getting conflicting messages about, you know, the factors that, you know, people would be—anyway, I think you know what I am getting at.

Q: I understand.

A: You can tell I am like, all right—

Mr. EGGLESTON. I know you are getting a little tired.

The WITNESS. I need some caffeine.

BY MS. SACHSMAN:

Q: Would he have reviewed—would he ever have reviewed a slide show presentation?

A: I don't know. I mean, possibly. I worked for him, so I would show him things from time to time. But I don't—again, I don't recall having to sort of specifically show him ever—he didn't really micromanage my activities.

Q: I guess, would he have seen the slide show presentation because you would have given it at an event that he would have been at?

A: I don't believe that I ever spoke—I mean, I wouldn't speak at a—well, possibly, I would have spoken at an event he also spoke at. But as a general rule, I probably would not have spoken. If he was there, he would have done the speaking, and I would have done the listening.

Q: Fair enough.

A: Yeah.

Q: You have discussed briefly the Hatch Act. What kind of training did you receive on the Hatch Act?

A: The Counsel's Office let us know that under the Hatch Act, that there were specific provisions that—appointees who worked for the President needed to follow certain guidelines, and there were things you could do in your official capacity and things you

could only do in your political capacity. And they generally tried to make sure that we had a pretty good understanding of those. And they, in fact, did.

Q: Do you remember when a briefing on the Hatch Act was, or how many times you received one?

A: Several briefings. I believe, as a new employee at the White House, every new employee has a briefing on the Hatch Act as part of their—each new employee at the White House is required to sit through a Counsel's Office briefing, and that would include a section on the Hatch Act.

Q: Did the discussions that you had on the Hatch Act include not only what you personally were allowed to do but what others that you might be speaking to would be allowed to do, say agency officials?

A: You know, I don't recall sort of every area that they touched on. I just know that they generally—was, you couldn't engage in advocating for the election or defeat of a candidate on official time or with official equipment. I know that I believe we—that you could not solicit funds at any point. So I think that—I remember getting several briefings on this. I think I made a point to make sure the White House Counsel's Office came to the office to go over it, just given the fact that our folks were—if they were scheduling the President for fundraising activities, which we would do out of the Political Affairs Office. And then that there were invitations sent, and there is all kind of Hatch Act rules about what—if you can use titles. There are different procedures. So I just, it was every employee got one, and then I tried to make sure that the White House Counsel's Office came and did a more in-depth one for people in my office who were handling invitations for the President and other members of the President's staff so that we were following the proper procedures to engage in these types of activities.

Q: Did you instruct others on the Hatch Act and what they are permitted to do? And I mean that both inside of the White House and outside of the White House going to agencies?

A: I had a pretty good understanding of the Hatch Act, having been briefed on it. But I was by no means an expert. I would have instructed my staff to not do those—not engage in political—I should say not engage in activities that would advocate the election or defeat of a candidate on official time or official equipment, instructed them that they weren't able to raise money. People may have asked me questions from agencies. I don't recall specific questions. I would have tried to answer them or encourage them to speak to their counsel. They could have—it's possible that they—I think all agencies actually have a Hatch Act official, somebody who is an expert on the Hatch Act, and would encourage them to seek out that person if they had questions.

Q: Do you recall specifically going to the Department of Interior to give them a briefing on what they could and could not do with regards to the Hatch Act?

A: I don't think anyone ever asked me to give a briefing on the Hatch Act. I certainly, if they would have, I would have encouraged them to find—there would have been somebody who would be more of an expert on the Hatch Act than me. They would have had their own counsel to do it. I may have talked about the Hatch Act and

told them if it was raised that it was important to follow the Hatch Act, if they had questions to seek out their counsel on the Hatch Act. But I don't—

Q: All right. I will show you what I am getting at. I am not trying to one up you. We are just having trouble finding the document. What exhibit number are we on? Exhibit 19? This is a document that was turned over to us by the Department of Interior.

[Taylor Exhibit No. 19 was marked for identification.]

The WITNESS. M-hm.

BY MS. SACHSMAN:

Q: If you will see that the description of the event, the speaker being you, they may have misspelled your first name, the description of the event is, Presentation on the legal and ethical limits of Governor Kempthorne's, should he be confirmed as secretary, political activity, and also a general discussion of the political climate. And if you turn to the third page, the purpose section of the meeting is to brief you on the legal and ethical limits of your involvement in political issues.

A: M-hm. I am looking at the document.

Q: Do you remember doing this?

A: No.

Q: Would this have been a discussion or presentation that you would have given to somebody?

A: No. I mean, again, I don't believe this is a document that was provided by me or anyone in my office. I don't recall ever seeing this document. I also note that my name is misspelled as the speaker.

So certainly somebody in my staff would probably know how to spell my name.

BY MS. SACHSMAN:

Q: I think for you to understand, this document did not come out of your stack; it came out of the Department of the Interior.

A: That is what I am assuming. Yeah.

I mean I, again, I do recall meeting with the Governor at some point. I think he came by my office during his confirmation process to just say hello. If he was expecting I was going to give him a legal and ethical briefing, he would have left disappointed.

I recall him coming by, and I recall us chatting, and I recall really not much more than that. Had someone asked me to give a legal and ethics briefing to a potential Cabinet member, I would have referred them to the counsel's office and their agency.

So I think this is simply somebody who had been working with him, maybe didn't have all of the right information about what my responsibility was as the Director of Political Affairs at the White House.

Now, again, I certainly know a lot about the Hatch Act, but I would have referred them to somebody else. It was just really not an appropriate briefing that I would be giving.

Q: Are you saying that you don't think that you met with Kempthorne on April 19th, 2006?

A: No. I am saying I recall him stopping by my office and us having a brief conversation. I don't recall the date of that meeting. But I don't recall ever—it seemed very formal. And I don't recall it being formal. I don't recall there being a description of my meeting or, if somebody else had an idea about what my meeting was going to be, they didn't share it with me that I recall. And I simply spent a few minutes with them, probably gave him my take on the landscape, how I might be able to help him in his job, what I did, what the Political Director does. And, how I could be helpful to him because he did his job for the President.

Ms. SACHSMAN. I believe I am out of time.

Ms. SAFAVIAN. No. You have got 8 minutes.

Ms. SACHSMAN. I have one more document. I will mark this as Exhibit 20.

[Taylor Exhibit No. 20 was marked for identification.]

BY MS. SACHSMAN:

Q: Exhibit 20 is about two pages of e-mails with an attached document.

A: I'm sorry. Yeah.

Q: Sorry. I just wanted to give you a chance to review it.

The e-mail communication appears to be about a Treasury appointee meeting scheduled for June 28, 2006?

A: I see it.

Q: Do you remember that event?

A: I don't.

Q: In the discussion, it appears from my reading, and correct me if I'm wrong, that the Treasury White House liaison or someone to that effect—

A: Uh-huh.

Q [continuing]: Sent an e-mail with an agenda, proposed agenda, for you and Scott Jennings. And on it it lists the political affairs slide show on the 2006 races for you and Scott Jennings, noting that most Treasury appointees have not seen any version of this presentation so you can be as expansive as necessary. Then it has a section "how to get involved, 5 minutes" by Scott Jennings.

In the next e-mail, it appears that Shelby Lauckhardt e-mails to the Treasury representative and says that Sara said she will just do the slide show by herself and that Scott can do the "how to get involved" department.

Do you know who Shelby Lauckhardt is?

A: I do.

Q: Who is that?

A: Shelby was an assistant of mine.

Q: An assistant the same kind as Henley?

A: Yeah. After Henley left, Shelby was my assistant.

Q: And the Sara that she is referring to is you?

A: Yes. I believe so.

Q: And do you understand what they were referring to by the "how to get involved" discussion?

A: I don't recall ever seeing this document, this, quote, unquote, agenda so I really can't say what the person writing it meant by how to get involved.

Q: Did you ever participate in any briefings where you or someone else discussed how to get involved? Was there a standard “how to get involved” discussion?

A: There wasn’t. I don’t recall that ever being a part of a framework of a presentation I would give. Sometimes people would ask me how do—how to get involved could be anything from I would like to do advanced work for the President and how could I get involved in doing advanced work for the President. You—I mean, you get any number of questions like that. If you are referring to how to get involved in a political context, I would simply refer them to the RNC.

Q: But you don’t recall Scott Jennings ever giving a short talk on how to get involved?

A: I don’t recall him doing that. I don’t actually recall this happening. I don’t recall many of these briefings. I don’t recall them all other than I know that I did that much of them. But I don’t recall being anywhere with Barry and Scott, I guess is what I am saying. It doesn’t mean I wasn’t. I just—I think I would remember that. But I don’t recall that. I don’t recall being with the two of them. I can’t imagine that I would think that it was worth all three of our’s time. So I would have—

Q: When—

A: I was saying it would not be good use of our time to be all there at the same time is what I was saying. Not that it wasn’t a good use of our time separately to meet with the appointees.

Q: If you—

A: I’m sorry. I realize nobody is going to read this.

Q: Nobody is going.

Mr. EGGLESTON. Nobody is going to read this far back.

Mr. LEVISS. Once they get to the pin e-mail comment they might read—

Mr. EGGLESTON. Don’t say anything else about your life in here.

Mr. CASTOR. Are you going to put the depo on the Web site in searchable form?

Mr. LEVISS. Is that a request now?

Mr. CASTOR. No. Just a question.

Ms. SACHSMAN. Let me just continue.

BY MS. SACHSMAN:

Q: If you and Scott Jennings did a presentation together or you went to a presentation and you brought along with you Scott Jennings or someone else from your office, what would the other person be doing?

A: Well, generally in the beginning I had him come because he— a, I wanted to introduce him to people so they knew who he was, but, b, I wanted him to hear me, how I did a briefing, what I spoke about, what I didn’t speak about, so that if he were doing a briefing that he would follow, a, he would have a general understanding of my views on the landscape of it, his conversations would be reflective of mine, but, b, he would know the proper procedures, c, that he would understand the importance of saying thank you to these folks.

You know, I don't recall doing many briefings with him sort of after a 4- or 5-month period. I think pretty much if at that point I felt if he knew the ins and outs of what was appropriate and if—I wouldn't really invite him to come with me or if I wouldn't do it, I would just tell him to handle it.

Q: Did you ever share with Scott Jennings the request by White House Counsel that these briefings be done after 5:00?

A: I would have, I believe so. Yeah.

Q: Would he have known about that fact?

A: I expect that he would have known about it. But I, again, I don't recall specifically telling him that.

Q: Do you know why the January 26th GSA briefing was not done after 5:00?

A: I don't know. It's like the brown bag lunch series. It was on their lunch hour. Quote, unquote, their lunch. That may be why I don't know.

Q: Did he ever discuss with you doing it not after 5:00 or I guess by that I mean before 5:00?

A: I don't recall him doing so.

Q: Did you ever give a briefing after you received instructions from White House Counsel to do it from after 5:00? Did you ever give a briefing before 5:00?

A: I recall doing one at 3:30 once because—the only reason I remember this is because at one point I looked these up at the counsel's office.

I recall that the Energy Council—there was an energy one. And I recall that the Energy Council believed that it was appropriate to do it during business hours and decided that is when it should be done. Again, I never had the impression that the counsel's office desire to do this after 5:00 was a firm rule. That was just out of an abundance of caution not just because it was, you know, necessary.

Q: Did they ever tell you that you should do it in a specific location, specific areas of the White House or—

A: I don't recall there being specific areas you could or could not do what I would call an official political briefing.

Q: With the content of the political briefing, if you had done it before 5:00, be different than a content that you would have done after 5:00?

A: Not really. Not that I am aware of. Again, I didn't—you know, at no point do I recall sort of doing anything other than a landscape briefing.

Ms. SACHSMAN. I will switch briefly for—

Ms. SAFAVIAN. I know the time is up. But since it's my understanding that the witness has told us she can only be here a maximum until 5:00 o'clock.

The WITNESS. I have got to leave at 5:00.

Ms. SAFAVIAN. So that will give us a full hour to finish our time but do you have anything—are you done, or do you have just a few more questions until you are completely done?

Ms. SACHSMAN. I think I may have just a few more questions until I am completely done.

Ms. SAFAVIAN. So you are both done with the witness?

Ms. SACHSMAN. Reserving the concept that if in your hour you raise something extraordinarily interesting that I would like to follow up on.

Ms. SAFAVIAN. I would like to give you an opportunity to take up some of our time so the witness does not have to come back.

The WITNESS. One of my mentors is turning 50 so I have to be at his event tonight. So I do need to stick as close to 5:00.

Mr. LEVISS. We started earlier because you had issues.

Mr. CASTOR. Can we break and maybe I can have some time to ask questions and then afford you—you know, I would proceed with questions after a break and then afford them—

Mr. EGGLESTON. Just mentally for us if you have a few questions left, it is probably a little easier for her—

Ms. SAFAVIAN. I agree.

Ms. SACHSMAN. I was going to switch subjects anyway, so I think it would make some sense for us to let Mr. Castor go.

Mr. CASTOR. Can we go off the record?

Ms. SACHSMAN. Off the record.

[Discussion off the record.]

BY MS. SACHSMAN:

Q: When you were working on your White House computer, were you able to access your RNC e-mail account?

A: From the White House computer?

Q: Yes.

A: I don't believe so. I mean, maybe perhaps technically I could have, but I never did. Meaning you could get if you were at a remote site—if you were a remote user of an RNC account, you could get it from a remote computer. So technically I think the answer to your question is yes, but I never did that. I didn't need to. I was sitting with a computer right next to me.

Q: Were you aware of whether the White House computers allowed you to check remote sites?

A: I recall at one point hearing something that you couldn't check like a Yahoo account or a Hotmail account or something like that. So maybe I'm wrong. I don't know. I never tried checking any other account from my White House computer. So I don't know for sure.

Q: Okay. We had some discussion about travel and what the factors that you considered when you considered travel were?

A: Um-hmm.

Q: Do you think it would be an appropriate factor to consider when suggesting travel for agency heads to consider whether that travel would assist politically, in an election, the people that they were traveling to visit with?

A: I think it's appropriate to consider various factors including when I considered travel requests impact on the Secretaries kind of crowd, reception he or she might receive, you know, salience of the issue in the area in which he or she is traveling.

I don't think it would be appropriate to recommend official travel, recommend advocating the election or defeat in an official setting. If it was a campaign event or if I was taking off my official hat in my personal capacity making a political recommendation to engage in a political campaign activity, it would be perfectly appro-

appropriate to consider all of those same factors and consider that it would be beneficial to Republican office holder or candidate for political reasons only.

Q: I just want to ask you, though, about the one factor. I understand there were many factors that you would consider. But would it be appropriate to consider the one factor of how it would affect somebody's election when scheduling official travel for an agency head?

A: I think you are making an assumption that it would in fact benefit them, and I don't think that I made that assumption. I think that I was thinking about a wide variety of factors when making recommendations, including, does a Member have a staff that can assist the staff with the Cabinet Secretary to make sure that the event is a good use of the Secretary's time. That there is press there, that it is on a topic that is salient in a public debate.

From my own unique vantage point in the White House, it is an area that the President can be given credit for the good work that he is doing on behalf of the American people.

So, I think, again, if it was an official event, I was thinking about official factors and if it was a political event, I might be thinking more specifically about the various importances of different races around the country and how as Republicans we would want to benefit our Republican candidates if they were engaging in political activity on their personal time.

Q: So when scheduling official events, you did not consider political effects?

A: "Political" is such a nebulous word. It is what I consider press, you know, making press determinations could be a political determination.

So I would look at markets. One thing I tried to do is get Secretaries to spend more time in some of these bigger regional markets because they had a bigger impact in terms of the ability to get coverage. So, if you went just to a smaller community, you would find that just maybe the markets press—you would only get coverage in that media market but if you were in, like, Chicago, which I am a big believer is a good place to spend time because you get so much coverage in Wisconsin and you get so much coverage in Illinois and you get coverage in Iowa and coverage in Indiana, and it is sort of a regional media hub.

So there is just lots of things that you would think about. They had time to do one event, and Chicago was an option, you might consider Chicago over something else. If you had time to do three events, you might go to other markets. It would just sort of depend.

Q: I understand that there are a lot of factors that you would consider.

A: Um-hmm.

Q: My question is really more specific than that.

It is would one of those factors be—and really I was only asking would it be appropriate for one of those factors to be whether or not it would affect the candidate for offices election?

A: Well, again, I don't assume that official events benefit. I mean, you make it to be a blanket assumption that an official event would always benefit a candidate.

I believe one of the documents that you presented to me or somebody else presented to me showed Senator Kyl speaking at something for 3 minutes. In a long list of five or six other officials who were speaking, I don't assume that encouraging a Cabinet official to go somewhere when Senator Kyl is speaking for 3 minutes would at all ever have any impact on, on Senator Kyl's ability to be elected.

You failed to assume that we're not looking for opportunities for us in the administration to find opportunities that other people have identified to get press coverage for our officials.

So, again, I think that you are making broad assumptions here and, we look for opportunities to highlight the good works of—that the Cabinet Secretaries, the administrators, and most importantly from my own vantage point—from my previous vantage point as the President's Political Director, opportunities to highlight the good works that he is doing on behalf of the administration and the people.

Q: So if my assumptions are incorrect and it does not necessarily—or it does not ever help an elected or a candidate for election to appear with a Cabinet Secretary, would you say that the answer to my previous question was in fact no, that you never did consider whether or not it would help a candidate for election to get elected when appearing with a Secretary?

A: Again, Susanne, I considered many factors. And I considered where the Secretary might be going previous to an event, the amount of time. I mean, I am sort of best able to answer this in the context of the President as far as how I spent most of my time, and there is just very many factors that you would go—you would take into consideration, and sometimes you are simply thinking through what makes the most sense.

One of the concerns that I always had as the Political Director, if I were making recommendations, say, to a Cabinet official, for example, that better be a good experience because if it wasn't a good experience, they certainly aren't going to take my recommendations any more.

I mentioned earlier that I believe many of the officials who are engaged in a race, they have—a lot of times have pretty good staff and this staff is doing—they are doing a lot of events anyway so they are used to being able and effective at drawing crowds and being able to draw press coverage.

So I would look at, I had a general sort of belief of what events were pretty effective.

It's also fair to assume that those folks were the squeakiest. They, a lot of times, were the most focused on doing events, official or political, whatever they may be. They are very, you know—and sometimes squeaky wheels get the most attention.

So, yeah, there are all kinds of stuff that we would look at when we were trying to help our Cabinet officials, you know, make determinations about how to spend their time.

As the minority staff pointed out, they in fact did a lot of official events and did a lot of events with Republicans and Democrats at the same time in their official capacities, and they did events that we didn't know about and we didn't micro-manage their schedules.

Q: I am having trouble with this because I feel as if—I asked you kind of a specific question and every time I ask you a specific question, I am getting a long explanation of the many factors other than the specific factor that I am asking you about.

A: Um-hmm.

Q: You are not compelled to be here. You don't have to answer the question if you choose not to answer the question.

But I am having trouble understanding whether you're merely choosing not to answer the question or if you don't understand what the question is.

What I want to know is whether—

A: Are you asking me if I sent people to districts to advocate—in official capacity to advocate the election or defeat of a candidate? Because I think that's what you're asking me.

Q: No. What I'm—

A: I think that's what you're asking me.

Q: What I am asking you is—

A: That is how I interpret what you're asking me.

Q: Okay. Perhaps you should listen to the question more specifically then.

What I am asking you is when you are sending people out in their official capacity and you are just suggesting these events—

A: Um-Hmm.

Q [continuing]: Did you ever take into account as one of the many factors whether the effect that them appearing with certain people would have on the election of those people?

A: Again, Susanne, I don't assume that somebody traveling in their official capacity is helpful in a, quote, political context. I don't assume that. And so I don't make that assumption.

Q: So then is the answer no?

A: I don't make an assumption that—I don't make an assumption that it's helpful.

You're asking me could it ever be helpful? You know, it could, it could not.

Mr. EGGLESTON. It could be harmful.

The WITNESS. Absolutely. It could absolutely be.

Again, you look at a lot of factors as you do this. You try to make sure that you are helping people, you know, spend their time effectively, wisely.

BY MS. SACHSMAN:

Q: In those instances where it could be helpful, did you ever consider those instances?

A: In those instances—I would have to go back and evaluate all of the details of every single race to make a determination. I mean, I don't really—I don't understand your question.

Q: Well, at the time when you are making the decision whether or not to suggest travel for someone, did you ever consider the political ramifications, decide that the political ramifications in this particular instance would be helpful for the candidate and then recommend that travel?

A: I don't recall anything about it like that or that much. I mean, I recall knowing that there are a lot of people who are asking us

for help in communicating with the agencies. And so we were trying to be helpful to them, and many of these people were sitting Members of Congress and when a sitting Member of Congress calls me, I try to do my best to get back to him or her quickly and be helpful to their request.

And so you're asking me, you know—

Mr. EGGLESTON. Okay. We are thinking that you are going to keep asking this and she's doing her best to answer it. You don't like the answer.

Mr. LEVISS. I think she was going to move on. You can keep going.

Mr. EGGLESTON. No.

BY MS. SACHSMAN:

Q: You mentioned before when Mr. Castor was speaking that you didn't involve White House counsels in the 72-hour campaign. And perhaps—I'm sorry—White House liaisons in the 72-hour campaign, and perhaps I am mischaracterizing what you said.

A: Could you repeat what I said? I don't recall that conversation.

Mr. CASTOR. I don't have that recollection either.

Ms. SACHSMAN. I will just ask the question.

BY MS. SACHSMAN:

Q: Did you involve White House counsels in—White House liaisons in coordinating or helping with or assisting with the 72-hour campaign?

A: I don't recall involving them. Define what you mean by "involving them." Do you mean I did specifically ask them to do it?

I don't recall specifically asking somebody to go out on behalf of the 72-hour program.

Q: Do you recall being at a meeting with the RNC in the spring of 2006 at a law office in which the 72-hour campaign, the law office was Duco & Associates, in which the 72-hour campaign was discussed with White House liaisons?

A: I recall being at a meeting at Duco. I recall the RNC sponsoring the meeting and inviting people to the meeting as best as I recall.

I recall speaking to them for a sum total of—there were a bunch of people there. I don't think it was just House liaisons. I think it was a bunch of different people, some in the administration, some from the agencies, some not in either.

I recall speaking briefly—I recall being on my cell phone during most of the meeting.

Q: Would that have been a—let me rephrase.

Would you have asked White House liaisons to involve themselves in the 72-hour campaign, or would that have been an inappropriate thing to do? Is that part of their official job as White House liaisons?

A: To the best of my knowledge, the RNC has run this 72-hour program, as you described it, for several cycles now, and that they have done a good job of finding people in the city and actually around the country who want to volunteer and they recruit those people.

And they find people to help with their programs. And so certainly those programs, again, I don't work at the RNC so I really can't speak in detail about what they do there; but I can tell you that that would be as far as I can tell a voluntary program for anybody. They would have to volunteer their time to do it. It is the final 72 hours before the election which is mostly on the weekend.

Ms. SACHSMAN. I think I'm done.

BY MR. CASTOR:

Q: Are you aware of any prohibition on White House staff or agency staff such as White House liaisons from taking vacation time to participate in political campaigning?

A: No. I don't believe—all Federal employees, appointees, political appointees, have a right to engage in political activity in their own personal time and their own personal capacity. They are not allowed to use their official equipment to do so. They are not allowed to raise money ever, I think, as I understand the rules to be. But they are allowed to engage in political activity in their free time.

Q: Are you aware of any prohibition from White House staff, agency staff from attending campaign meetings at night on their own time?

A: I am not aware of any prohibition that would prevent an agency staff person or a political appointee or a White House staffer from participating in meetings on their own time, of their own—of their own volition.

Q: Are you aware of any prohibition on White House staff asking another member of the White House staff who do I contact to get involved with a 72-hour program?

A: I am not aware of any prohibition of asking a question.

Q: Going back to earlier today when we were talking about the various memos written by the McLaughlins, there was a—

A: You would be great at stand-up. Really good.

Q: We recently had some more questions about—or the majority staff asked you some questions about the memo from Mindy McLaughlin and it is unfortunately, perhaps, titled “suggested event participation,” and you are listed in the “from” line.

A: Um-hmm.

Q: You provided some testimony that this is a Mindy McLaughlin document; is that correct?

A: Yes. I would say she put the document together.

Q: So if this is a Word document, it is probably somewhere on her computer?

A: Maybe. I don't know. I assume it would have been on her computer at some point.

Q: When you were asked a question and the terminology, you know, she, referring to you, sending Cabinet officials out to suggested events, at no time are you sending anybody anywhere; is that correct?

A: We are making suggestions to people about places they could travel to, or, really more likely places—places where they were—wanted to be in attendance where we would sort of hear—people would call us and make requests for X, Y, Z Cabinet official to ap-

pear in their State or their—some event in their State or district, and we were simply suggesting it as we thought it was a good idea.

But, also using as an opportunity to make them—to make them aware that people—these individuals would like for them to attend.

Q: There has also been some discussion from you and also from other folks we have talked to that if a Member of Congress at a suggested event ends up on one of these memos, it could be because of a number of factors: Perhaps the White House legislative affairs staff, you know, it was brought to their attention that White House legislative affairs staff person brought it to Mindy's attention or brought it to your attention. That is one way?

A: That is a way that happened.

Q: Another way it could happen is if the Member reached out directly to an agency to see if a Cabinet official would be willing to participate in a public event with them?

A: That is also possible, and they may have possibly then called Mindy directly or the agency could have called Mindy.

Q: So from hearing discussions about this memo and there are other memos that have been produced to the committee that look the same, just different agency, is it fair to say that these memos have more than one purpose, and one of the purposes was outlining suggested events but another purpose was keeping track of events that a particular Cabinet official was planning on doing with different Members?

A: Yeah. I think that is a good—I think that is fair. I think, what I would say is keeping track of, from what the White House knows to be requests because these Cabinet officials get direct requests, too, that we may not ever hear about. This way we are able to sort of keep track of what we are made aware of or what we think is a good idea so that we don't lose track of it.

Because as you can imagine, as you noted, some of the paperwork that has been produced today that sometimes the request was made in February or let's say February, for example, and then the event didn't happen until September or October, and you can imagine how many times that a Member of Congress might call or the Member of Congress' staff might call checking up on when their event was going to be scheduled. It may be numerous times. And having a document to which—that you could at least have recollection that you had taken the request and you knew it and you knew that you had shared it with the Cabinet official, you could simply remind yourself that you in fact had gotten the request and you, in fact, had shared it with the Cabinet agency. And that way on the numerous follow-up phone calls to check if the event was going to be scheduled, you wouldn't lose track of the fact that you had the event and were hoping to help the Member of Congress schedule the event.

Q: Are there any Members, and you don't have to name names, that have called the White House, that you are aware, to voice displeasure that they haven't been able to get an event scheduled with the President or a Cabinet official?

A: Regularly.

Q: Let's say a Member of Congress calls and he or she is complaining.

A: Usually about—more and more often than not with respect to the President, the Vice President. That would happen to me regularly. I think people may call frustrated from time to time if they couldn't get a Cabinet Secretary to pay attention to an event they were trying to schedule. But it was much more prevalent among the President or the First Lady or some other principal at the White House.

Q: Are you aware of whether anyone in the White House ever thought to themselves let's get a hold of Mindy McLaughlin and find out how many events that we have done with this particular Member?

A: Maybe. That could have come up at some point—yeah.

Q: If someone on your end was trying to figure out how many events has this administration done, Cabinet officials, Vice President, President, done with a particular Member, would the scheduling office be a place they might go to look for that information?

A: Sure. You could probably put that together with a fair level of accuracy. Although it probably wouldn't be perfect because, again, I don't think we knew everything that the agencies always did.

Q: There was some discussion about the political briefing that appeared as the subject of the Washington Post article earlier this week. It is on their Web site. You said that you didn't show, you know, every single slide to the folks that you met with?

A: I don't recall—I mean, I recall them being sort of interested in some top level, top line information but not a lot of the specifics.

Q: When you get your PowerPoint presentation out and you head out to a group to give your presentation, is it common that sometimes you don't get through every single slide in your presentation?

A: Yeah. I often skip around. It depends on how interested the audience is. You can tell a lot of times if they are not that interested in what you are saying to end it pretty quickly.

Q: I'll stipulate that White House Counsel's office has produced to us some PowerPoint presentations, a handful maybe, two or three or four.

And taking those presentations—and they also provided a list to us of some of the, what they believe is the response the committee asked for when were these political presentations given.

And I specifically remember, I believe it was a May 14th letter from White House Counsel, they identified around 20 political presentations that they disclosed to the committee. And in advance of that, they produced a couple of PowerPoint presentations.

And I don't think it is clear whether, you know, every one of the presentations got a PowerPoint slide presentation, but can you just help us understand or confirm that in fact it is unlikely that all of the presentations that you gave you went through all of your PowerPoint slides?

A: It is probably unlikely. I probably would skip around a little bit or speed through things or it would just depend. I mean, I might be in a hurry. I might need to get somewhere. So I might cut it short, or I may decide that the audience isn't that interested in the fact that I find economic data interesting, they may not find it interesting. So I might keep on going through it.

Q: To use an example, if you are in HHS, you might skip through some of the economic data and if you are in Treasury, you might do it?

A: Right, or do it quickly.

Q: Did you make it a practice to keep track of which slides you showed to each agency?

A: I did not.

Q: So you didn't mark it off on your—you didn't take notes about which slides you showed here and which slides you showed there?

A: I did not.

Q: When we were discussing the State Department briefing, you said that you had responded to White House Counsel's—they asked you the question about political briefings and you did your best to come up with a list of briefings that you had given?

A: Um-hmm.

Q: When did you leave the White House?

A: My last official day was May 30th of this year.

Q: Okay. So you were in the White House for 5 months of this year?

A: Yeah. Roughly, yeah.

Q: How many—do you have a recollection of how many times the folks from the White House Counsel's office had to come and ask you to do something in response to a Congressional inquiry?

A: A lot.

Q: Was it more than two?

A: Yes.

Q: Was it more than five?

A: It is probably more than 15.

Q: More than 15.

How long did it typically take for you to help out with that request? How much time were you spending in an average week?

A: I mean, towards the end, I was probably spending anywhere between 5 and 10 hours of my workweek working on investigatory matters.

Q: Responding to requests?

A: Um-hmm, and then I only can understand that that has only increased since I have left given what I read in the newspaper.

Q: Is it fair to say that your work was disrupted because of these requests?

A: That is fair to say that my work was in fact disrupted. You know how long it took me to track down Neil? That was another, it's not only just complying with requests, it's then finding your own counsel and dealing with making sure you have the right person and—

Q: Did the Washington Post call you for comment on the story they ran earlier this week about political briefings?

A: You mean the—

Q: The diplomatic official?

A: They did not. They should have.

Q: Because when I read the article, I developed what I thought was an understanding of what may have happened. And then when I heard you talk about it, I sort of did a double take and wondered it sounds like—I wondered if you decided not to speak with them for any reason or whether they just didn't call you?

A: I don't think they called me.

Did they call you, Neil?

Mr. EGGLESTON. They did not call me.

The WITNESS. I mean, like—as I said, you know, my impression of that whole experience which warranted space in one of America's premier newspapers was Karl Rove had some of his friends over for breakfast because they were in town, and they're naturally politically interested people, they have been involved in politics for a long time. And he was having breakfast with his friends that he knew or he had gotten to know in a professional context over a lengthy period of time, and because he had to leave he invited me and asked me just to kind of give them a briefing on what had occurred; and I showed them a few slides, went through some exit policy data, told them what I thought happened, what we thought happened. And that was pretty much the extent of it.

Q: I want to clarify for the record some items from Exhibit 17.

Do you still have the exhibits with you?

Mr. EGGLESTON. The court reporter took the exhibits back. The only one we have left here is 20. I have a stack, but our stack isn't numbered.

Why don't I give that to the court reporter?

Mr. CASTOR. Let me know when you are ready. Take your time.

The WITNESS. I'm sorry. I'm just laughing because I can tell who this is by their quote. Having not seen this before. And I can see this person's face as well. I should actually read the whole article.

BY MR. CASTOR:

Q: I just want to call your attention to one specific passage.

A: Oh, okay.

Q: And I believe there is a red pen mark?

A: Yeah.

Q: One former White House political aide said he vaguely recalled receiving guidance about sending e-mail on an RNC provided BlackBerry and using a GWB43.com e-mail account, but he had a clearer memory of getting a billion and one White House ethics briefings. The e-mail instructions from you, Director of White House Political Affairs, were meant to help gauge dual sets of communication devices, comply with the Hatch Act and the Presidential Records Act and to use the RNC equipment and accounts only for political activity.

A: Um-hmm.

Q: And I just wanted to call your attention to this because it says one former White House political aide said he vaguely recalled receiving guidance and then the journalist pretty definitely said that the e-mail instructions came from you.

And so I just wanted to see if you could remember anything more about that or whether you wanted to clear anything up there because it seems awful nebulous to me.

Mr. LEVISS. Is there a question there?

Mr. CASTOR. Yeah. I asked her if she wanted to clear it up.

The WITNESS. You know, I likely gave the staff instructions about using their political equipment for political purposes and their official equipment for official purposes, and I don't recall

much of anything, you know, other than that and that's what I understood the instructions to be, and that's—to the best of my ability we tried to follow that, and there was a lot of different pieces of equipment we had. And I think people did their best to try to follow it, and they erred on the side of caution. And one would argue scheduling the President for a fundraiser is official work because it is what you do and one would argue that is political and just erred on the side of caution.

BY MR. CASTOR:

Q: Okay. I just wanted to make sure we read that for the record just because it seems that the political aide had a vague recollection of something and then you were asked some questions about it. So I wanted to have that little bit, that clarified a little bit more.

Looking at Exhibit 19, did they take that from you, too?

Mr. EGGLESTON. Yes, they did. We were left with 20. And we gave that away.

Mr. LEVISS. I don't know who "they" is?

Mr. EGGLESTON. The court reporter. Before the court reporter left, he took our exhibits.

BY MR. CASTOR:

Q: You are not a lawyer, right?

A: I am not an attorney.

Q: I will let you look at it.

A: I recall seeing this.

Q: As I understand, the Interior Department produced it to us.

A: Uh-huh.

Mr. EGGLESTON. I think the record is probably clear she said, "I recall seeing this." I think what she means is she recalls seeing it earlier today.

The WITNESS. Yes. I recall seeing it earlier today.

BY MR. CASTOR:

Q: I hadn't seen it until today, but I am sure it's back in my office somewhere.

As I understand, the Interior Department has produced this to us, so it is fair to say you didn't prepare this memorandum for the Secretary or the designee at the time?

A: I do not believe I prepared this memorandum. I do believe the first time I saw it was today.

Q: Do you have any recollection of having a conversation with someone on Governor—then Governor Kempthorne's staff about providing information for this memorandum?

A: I don't.

Q: You said you weren't a lawyer; is that correct?

A: I am not a lawyer.

Q: The purpose of the meeting, it says, is to brief you, meaning the now Secretary Kempthorne, on legal and ethical limits of your, meaning the now Secretary's, involvement in political issues. In addition, the roles and responsibilities of the White House Office of Political Affairs will be addressed.

Have you ever briefed anybody on legal and ethical limitations on political issues?

A: Well, certainly I would brief my staff on making sure they were using their, making sure they were following the Hatch Act. But, as a general rule, it would be the counsel office's responsibility in each of the agencies and at the White House to make sure that staff understood the proper procedures. And certainly Secretary Kempthorne would have that staff available to him. And so, we would have had people who were far greater experts in sort of Hatch Act understanding there to brief him.

Q: Your knowledge of how the process works, are you aware if an incoming designee to be a Secretary of a Cabinet agency, are you aware if they ordinarily get Hatch Act briefings?

A: I don't know. I know the President's appointees all get them at the White House, and I suspect that at some point the counsel's offices in each of the agencies would do that. But I don't know that for sure.

Q: But it is not your job to give those briefings?

A: I never understood that to be my job.

Q: Do you have any idea who prepared this memo?

A: I have no idea.

[Discussion off the record.]

The Witness. I'm sorry. Trying to do my outside work as a private citizen.

Mr. CASTOR. That's okay. The committee has had you here all day with us. You also signed up for the hearing on Monday, which has been canceled now, but you did volunteer to—

The WITNESS. I'm telling you, you should do stand-up because your facial expressions alone—

Mr. LEVISS. We all said that about him, too.

The WITNESS. I'm laughing only because his facial expressions are so funny.

BY MR. CASTOR:

Q: So we do appreciate your assistance and your willingness to be as responsive as you have been.

And I just wanted to make one more clarification that was mentioned during the last round of the majority questions.

Frequently Congressional investigations and document requests are handled on a bipartisan basis. The ranking member and the chairman will send a letter asking for documents. And as far as I can remember, any of the letters that have come to you, you know, asking for the information that you have provided, I am unaware that the ranking member had signed on to any of them. So to the extent that you are trying to comply with our requests, just wanted to note that for the record.

And I think that is all I have at this point.

BY MR. LEVISS:

Q: Sara, I have two or three questions. They will only take but a minute.

You didn't come here to be educated about the Congressional investigative process so I am not going to address any of that.

Mr. Castor mentioned that the White House has told the committee about 20 or so briefings that you and/or Mr. Jennings, Scott Jennings, delivered to Federal agency employees between 2006 and 2007. He referred to this letter in one of his requests.

How many of those 20 briefings do you remember delivering?

A: I don't know for sure. I recall going to roughly 8 to 10, maybe 12 agencies, and I might have went to a couple of them twice. So I'm giving a ballpark of around 12 to 15, but I don't know for sure.

Q: Do you remember them all in detail?

A: I don't remember them in detail.

Q: Do you remember any of them in detail?

A: No.

Q: Were you in a position to remember which slides you skipped at which briefing?

A: I am not in a position to recall which slides I skipped where because I don't recall keeping track of them. I can just say generally that I may have skipped through some of them quickly or skipped them altogether if I was running late or if I detected that the audience was not particularly interested in what I had to say. It would just depend.

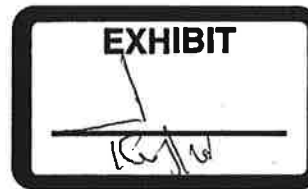
Mr. LEVISS. I know it has been a long day. I thank you on behalf of the committee. We appreciate you coming in.

[Whereupon, at 5:00 p.m., the deposition was concluded.]



MEMORANDUM

October 17, 2006



TO: DOUG SIMON

FROM: SARA TAYLOR
MINDY McLAUGHLIN

RE: DIRECTOR WALTERS SUGGESTED EVENT PARTICIPATION
(2006: 31 Events)

DATE:	EVENT:	STATUS:
February 15	Official ONDCP Major City Initiative (Tampa, FL)	Completed
February 21	Official PATRIOT Act and Meth Event w/ Sen Talent (Columbia, MO)	Completed
February 24	High School Drug Abuse Event w/ Cong. Sue Kelly (White Plains, NY)	Completed
March 21	Drug Event w/ Cong. Dave Reichert (Seattle, WA)	Completed
April 11	Roundtable w/ Community Leaders and Cong. John Doolittle (Nevada City, CA)	Completed
April 12	Roundtable w/ Community Leaders and Cong. John Doolittle (Oroville, CA)	Completed
April 12	Drug Event w/ Cong. Heather Wilson (Albuquerque, NM)	Completed
May 8	Meth Roundtable w/ Cong. Richard Pombo (Stockton, CA) (Deputy Director Burns will attend)	Completed
July 22	Drug Event w/ Cong. Scott Garrett (Augusta, NJ) (Deputy Director Burns will attend)	Completed
July 22	Drug Event w/ Cong. Scott Garrett (Paramus, NJ) (Deputy Director Burns will attend)	Completed
August 1	Meth Event w/ Cong. Patrick McHenry (Lenoir, NC)	Completed
August 1	Meth Event w/ Cong. Charles Taylor (TBD, NC)	Completed

August 4	Drug Event w/ Cong. Mike Sodrel (TBD, IN)	Completed
August 21	Meth Event w/ Cong. Shelley Moore Capito (Charleston, WV)	Completed
August 21	Drug Task Force Event w/ Cong. Geoff Davis (Ashland, KY)	Completed
August 24	Tour and Drug Event w/ Cong. Chris Chocola (South Bend, IN)	Completed
August 28	Synthetic Drug Control Strategy Event w/ Sen. Jon Kyl (Tucson, AZ)	Completed
August 29	Drug Event w/ Cong. Jim Gibbons (TBD, NV)	Completed
September 18	Drug Event w/ Cong. Deborah Pryce (Columbus, OH)	Completed
September 18	Drug Event w/ Cong. Steve Chabot (Cincinnati, OH)	Completed
October 2	Drug Event w/ Senator Jim Talent (Union, MO)	Completed
October 3	Conference Call w/ members of the Montana Press (DC)	Completed
October 11	Drug Event w/ Cong. Jon Porter (Henderson, NV)	Completed
October 16	Meth Town Hall w/ Sen. Conrad Burns (Great Falls, MT)	Completed
October 23	Drug Event w/ Cong. Mike Fitzpatrick (Quakerstown, PA)	Scheduled
October 27	Drug Event w/ Cong. Ric Keller (Orlando, FL)	Scheduled

Regretted/Retracted/Cancelled Events:

TBD October	Drug Event w/ Cong. Jeb Bradley (TBD, NH) (may send Deputy Director)	Retracted
TBD 2006	Drug Event w/ Gov. Sonny Perdue (Atlanta, GA)	Retracted
TBD October	Drug Event w/ Cong. John Hostettler (Terra Haute, IN)	Retracted
TBD October	Drug Event w/ Cong. Rick Renzi (Flagstaff, AZ)	Regretted
TBD October	Drug Event w/ Sen. Rick Santorum (TBD, PA)	Cancelled

Simon, Douglas A.



From: Mindy McLaughlin [mmclaughlin@gwb43.com]
Sent: Thursday, June 15, 2006 10:32 AM
To: Simon, Douglas A.
Subject: RE: Press Clips

Not that I've seen, but I'll check on it.

From: Simon, Douglas A. [mailto:Douglas_A._Simon@ondcp.eop.gov]
Sent: Thursday, June 15, 2006 10:23 AM
To: Mindy McLaughlin
Subject: RE: Press Clips

Young Mindy,

Is there an official invitation from Capito WV yet for the Director?

Thanks

From: Mindy McLaughlin [mailto:mmclaughlin@gwb43.com]
Sent: Monday, June 12, 2006 6:04 PM
To: CSimon@DOC.GOV; Bearson, Darren; Slater, Bryan; Dorff.Michael@epamail.epa.gov; Simon, Douglas A.; Lori.McMahon@dot.gov; Christopher_Marston@ios.doi.gov; david_m._hazelton@hud.gov; Burke, Jamie (HHS); Leckey, Eric; Toner, Jana; Smith, Matt; Anthony.Hulen@usda.gov; Janan Grissom; Ann Hingston; Jezierski, Jeffrey T. (HQ-AA000); Becker, Matthew K.; Sinclair.Kelly@epamail.epa.gov
Subject: RE: Press Clips

Thanks for all of you who have been sending clips to me since I last e-mailed you. If I could ask you to have your press folks send me those as they come in from now until the end of the year, I'd appreciate it. Folks are particularly interested in press received as a result of an OPA request, but any official events are welcome too. Clips that include photos are also popular.

Thanks much.

From: Mindy McLaughlin
Sent: Monday, June 05, 2006 9:57 AM
To: CSimon@DOC.GOV; Bearson, Darren; Slater, Bryan; Dorff.Michael@epamail.epa.gov; Simon, Douglas A.; Lori.McMahon@dot.gov; Christopher_Marston@ios.doi.gov; david_m._hazelton@hud.gov; Burke, Jamie (HHS); Monica.Goodling@usdoj.gov; Leckey, Eric; Toner, Jana; Smith, Matt; Nicklas, Kim E; Anthony.Hulen@usda.gov; Janan Grissom; Ann Hingston; Jezierski, Jeffrey T. (HQ-AA000); Becker, Matthew K.
Subject: Press Clips

WH Liaisons -

If you could, please have your press shops send me any good clips from the media on surrogate events your principals have done (Secretary and Sub-Cabinet), especially if they were as a result of an OPA request.

Folks over here get very excited when they see the results of all the hard work you and your agencies do on these events.

6/27/2007

Thanks!

Mindy McLaughlin
Surrogate Scheduler
The White House
202-456-████

6/27/2007

ONDCP-41

TO: Doug Simon
FROM: Evan McLaughlin
RE: Director Walters Completed Events with Elected Officials for 2006

DATE:	EVENT:	STATUS:
January 10	Press Conference with Miami Mayor Manny Diaz (I) Release of Miami Drug Control Strategy (Miami, FL)	Completed
February 8	Meeting with Colorado Governor, Bill Owens and CO AG John Suthers releasing the 2006 National Drug Control Strategy (Denver, CO)	Completed
February 15	ONDCP Major Cities Initiative meeting	Completed
February 21	Official PATRIOT Act and Meth Event w/ Sen Talent (Columbia, MO)	Completed
February 24	High School Drug Abuse Event w/ Cong. Sue Kelly (White Plains, NY)	Completed
March 7	Meth Recognition Event with Iowa Governor Tom Vilsack (D), Rep. Kevin McCarthy (D), Sen. Keith Kreiman (D), Sen. Clel Baudler (R), And Sen. Bob Brunkhorst (R) (Des Moines, IA)	Completed
March 8	Meth Recognition Event with Oklahoma Governor Brad Henry (D), Rep. Paul Roan (D), Sen. Dick Wilkerson (D), and Rep. John Nance (R) (Oklahoma City, OK)	Completed
March 21	Drug Event w/ Cong. Dave Reichert and AG Rob McKenna (Seattle, WA)	Completed
April 11	Roundtable with Community Leaders and Cong. John Doolittle (Nevada City, CA) (Deputy Director Mary Ann Solberg)	Completed
April 12	Roundtable with Community Leaders and Cong. John Doolittle (Oroville, CA) (Deputy Director Mary Ann Solberg)	Completed
April 12	Drug Event w/ Cong. Heather Wilson (Albuquerque, NM)	Completed



May 1	Meeting with Denver Mayor John Hickenlooper (D) RE: Screening and Brief Intervention (Denver, CO)	Completed
May 4	Meeting with San Diego Mayor Jerry Sanders (R) Introductory meeting (San Diego, CA)	Completed
May 8	Meth Roundtable w/ Cong. Richard Pombo, Cong. Dennis Cardoza (D) (Stockton, CA) (Deputy Director Burns)	Completed
June 5	Meeting with Congressman Jerry Weller (Joliet, IL)	Completed
July 19	Meeting with Portland Mayor Tom Potter (Portland, OR)	Completed
July 22	Drug Events with Cong. Scott Garrett (Augusta and Paramus, NJ) (Deputy Director Burns)	Completed
July 28	Meeting with Philadelphia Mayor John Street Re: Fentanyl (Philadelphia, PA)	Completed
August 1	Meth Event w/ Cong. Patrick McHenry (Lenoir, NC)	Completed
August 1	Meth Event w/ Cong. Charles Taylor (TBD, NC)	Completed
August 4	Drug Event w/ Cong. Mike Sodrel (TBD, IN) Meth briefing with prosecutors, sheriffs, judges and Parents forum	Completed
August 21	Faith-based Meth Event w/ Cong. Shelley Moore Capito (Charleston, WV)	Completed
August 21	Drug Task Force Event w/ Cong. Geoff Davis Prescription drug abuse event with Judges Marc Rosen Lewis Nicholls (Ashland, KY)	Completed
August 24	Treatment Facility Tour and Drug Event w/ Cong. Chris Chocola (South Bend, IN)	Completed
August 28	Meth Recognition Event w/ Sen. Jon Kyl and Office of DA Barbara LaWall (D) (Tucson, AZ)	Completed

August 28 Completed	Reno-Sparks Chamber of Commerce anti-marijuana Event with Assemblyman Bernie Anderson (D)	
August 29	Drug Event w/ Cong. Jim Gibbons (TBD, NV)	Completed
August 30 Completed	Marijuana Eradication Event with CA AG Bill Lockyear (D) and US Attorney McGregor Scott	
September 18	Meeting with Cincinnati Mayor Mark Mallory (D) (Cincinnati, OH)	Completed
September 18	Drug Event w/ Cong. Deborah Pryce (Columbus, OH)	Completed
September 18	Drug Event w/ Cong. Steve Chabot (Cincinnati, OH)	Completed
October 2	HIDTA Announcements with Senator Kit Bond, Senator Jim Talent, and Congressman Hulshof (St. Louis, MO)	Completed
October 3	Conference Call w/ members of the Montana Press (DC)	Completed
October 11	Drug Event w/ Cong. Jon Porter (Henderson, NV) DFC grant announcement	Completed
October 16	Meth recognition event w/ Sen. Conrad Burns and Tom Siebel, Cascade County Sheriff David Castle (Great Falls, MT)	Completed
October 23	DFC announcement w/ Cong. Mike Fitzpatrick (Quakerstown, PA) (Deputy Director Burns will attend)	Completed
October 27	HIDTA Announcements with Congressmen Crenshaw and Mica and Jacksonville Sheriff John Rutherford (Jacksonville, FL)	Completed
November 20	HIDTA Announcements with Congressman Gingrey (Marietta, GA)	Completed

Regretted/Retracted/Cancelled Events:

October 26	Drug Event w/ Cong. Ric Keller (Orlando, FL)	Cancelled
TBD October	Drug Event w/ Cong. Jeb Bradley (TBD, NH) (may send Deputy Director)	Retracted

TBD October	Drug Event w/ Cong. John Hostettler (Terra Haute, IN)	Retracted
TBD October	Drug Event w/ Cong. Rick Renzi (Flagstaff, AZ)	Regretted
TBD October	Drug Event w/ Sen. Rick Santorum (TBD, PA)	Cancelled
TBD 2006	Drug Event w/ Gov. Sonny Perdue (Atlanta, GA)	Retracted

PATRICK T. McHENRY
MEMBER OF CONGRESS
10TH DISTRICT, NORTH CAROLINA

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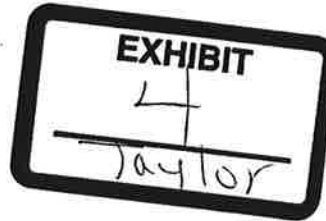
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P.O. BOX 357
SPRUCE PINE, NC 28777
(828) 765-2701
FAX: (828) 765-2729

311 MARION STREET
P.O. BOX 732
SHELBY, NC 28151
(704) 481-0578
FAX: (704) 481-0767

TOLL FREE IN NC
(800) 477-2576

April 14, 2006

The Honorable John P. Walters
Director
Office of the National Drug Control Policy
750 17th Street, N.W.
Washington, DC 20003
Fax: 202-395-6640



Dear Director Walters,

I would like to extend an invitation to you to visit the 10th District of North Carolina during the August district work period to discuss potential ways the Federal government can assist state and local law enforcement agencies in combating the rising tide of methamphetamine abuse and trafficking.

On April 11, 2006, I held a Government Reform field hearing in my district, entitled "Appalachian Ice: The Methamphetamine Epidemic in Western North Carolina." This was a productive event and we look forward to continuing the dialogue with those that are on the front line of the methamphetamine crisis everyday in my district.

I look forward to finding a time that you can join me in North Carolina this August to further discuss the Federal, state, and local partnership in the fight against methamphetamine. Please contact my scheduler, [REDACTED] at 202-225-[REDACTED] or [REDACTED] with dates that work best for you. Again, thank you and I look forward to your visit.

Sincerely,

Handwritten signature of Patrick T. McHenry in cursive.
Patrick T. McHenry
Member of Congress



Invitation

From: Parilo, Christopher [REDACTED]
Sent: Wednesday, March 29, 2006 2:41 PM
To: Raden, Erin E.
Subject: Visit to Congressman John Doolittle's District

Erin,

It was nice to speak to you yesterday. I appreciate your willingness to help us here in California.

As we discussed, the Congressman would welcome a visit from ONDCP officials to discuss methamphetamine problems as well as other services provided by your agency. My thought is to have ONDCP officials attend a round table meeting in Nevada County, CA with the Congressman, local county supervisors, law enforcement, education officials, and other local stakeholder groups. I would also invite local media and officials from the US Department of Justice. Nevada County has not received or applied for federal grant monies so at this meeting it would be most beneficial for ONDCP officials to highlight what programs are available and what steps Nevada County needs to take to present the best grant application.

If possible, I would invite the ONDCP official(s) to stay over night in California and then accompany the Congressman to Oroville, CA, also in the district, to attend a similar meeting the following day. The difference between this community and Nevada County is that the meth and drug problems are more pronounced. However, this community has received federal grant funds to combat the problem. I envision this second meeting as an opportunity to highlight the successes of the Drug Free Communities grant program and an opportunity to talk about future applications and endeavors. I will get the exact name of the stakeholder group that received the federal grant award for you.

Now it is a long trip from Washington and the Congressman is appreciative of ONDCP staff time. Please do not hesitate to contact me with any questions or concerns.

Thanks Again,
Chris Parilo
Senior Field Representative to
Congressman John T. Doolittle
[REDACTED]
[REDACTED]

Where - California foothill communities in Fourth Congressional District
Subject - Meth and other drug-related funding and enforcement issues
Dates - Nevada County Meeting, April 11, 2006, 2-3:30 PM
Oroville Meeting, April 12, 2006, 1:30-3:00 PM
Who - Congressman Doolittle, local media and elected officials, and stakeholder groups

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Simon, Douglas A.

From: Mindy McLaughlin [mmclaughlin@gwb43.com]
Sent: Thursday, February 23, 2006 11:45 AM
To: Simon, Douglas A.
Subject: Cong. Chabot request

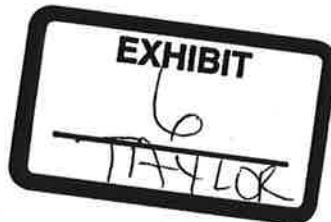
Doug –

Cong. Steve Chabot in Cincinnati, OH is requesting a drug event in his district. They did not give a date range, but I'm sure they'd like something during one of their recesses. His district encompasses the west side of Cincinnati which has some drug issues I believe.

The contact for Chabot is [REDACTED]

Thanks!
Mindy

Mindy McLaughlin
Surrogate Scheduler
The White House
202-456-[REDACTED]



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6/27/2007

Simon, Douglas A.

From: Mindy McLaughlin [mmclaughlin@gwb43.com]

Sent: Wednesday, March 01, 2006 1:37 PM

To: Simon, Douglas A.

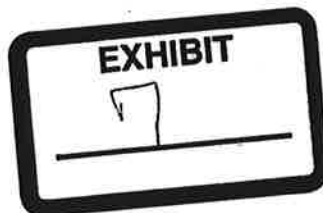
Subject: Event w/ Heather Wilson

Doug –

We talked to Heather Wilson's office (NM-01) and they would love to have an event in the Albuquerque area. They actually mentioned hitting the Native American part of her district for this one. The POC is [REDACTED] her CoS. [REDACTED] This would be a good one to include the Bernalillo County Sherriff, Darren White on too.

Thanks,
Mindy

Mindy McLaughlin
Surrogate Scheduler
The White House
202-456-[REDACTED]



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6/27/2007

Simon, Douglas A.

From: Mindy McLaughlin [mmclaughlin@gwb43.com]
Sent: Tuesday, June 06, 2006 6:36 PM
To: Simon, Douglas A.
Subject: DARE Annual Conference

Hey Doug –

We just got an invite for POTUS to speak at the DARE 2006 Training Conference July 25-27 in Orlando, FL. He has regretted, but I saw on the cabinet report that you all are going. Is that for sure? If you are going, can you carry the banner for POTUS?

Thanks.

Mindy McLaughlin
Surrogate Scheduler
The White House
202-456-████



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6/27/2007

SCOTT GARRETT
5TH DISTRICT, NEW JERSEY

FINANCIAL SERVICES COMMITTEE
FINANCIAL INSTITUTIONS SUBCOMMITTEE
OVERSIGHT SUBCOMMITTEE
BUDGET COMMITTEE

Congress of the United States
House of Representatives
Washington, DC 20515-3005

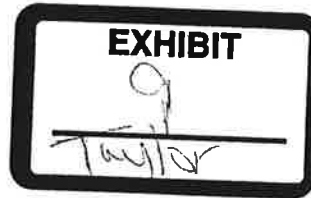
131E LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-4465
FAX: (202) 225-9048

210 ROUTE 4 EAST,
SUITE 206
PARKERS, NJ 07652
(201) 712-0230
FAX: (201) 712-0230

95 MAIN STREET
NEWTON, NJ 07860
(973) 300-2000
FAX: (973) 300-1051

June 6, 2006

The Honorable John P. Walters
Director
Office of National Drug Control Policy
750 17th Street, NW
Washington, D.C. 20503



Dear Director Walters:

On July 22nd, I will be holding two public meetings in my district to address growing concerns about illegal drugs in our communities. I have invited DEA Special Agent in Charge for the New Jersey Division Gerry McAleer to participate in these meetings, and I would like to invite you or the appropriate officials at the ONDCP to participate as well.

Our proximity to the New York metropolitan area and the Route 95 corridor make New Jersey's Fifth District fertile ground for drug trafficking. Bergen and Passaic Counties have been a part of a High-Intensity Drug Trafficking Area (HIDTA) since 1990, making them eligible to increased Federal assistance and funds to battle drugs. But, the less dense and urban counties of the Fifth District – Warren and Sussex – are at risk as well, particularly as methamphetamine labs tend to be established in rural areas like these.

While methamphetamines are not the greatest drug-related threat in New Jersey, the discovery of several meth labs in Sussex County last year has brought home the reality that we must take serious action against this threat now while the problem is still manageable. Working together – law enforcement, fire and rescue personnel, teachers, parents, and all concerned citizens – I believe that we can keep illegal drugs from gaining a foothold in our district. The public meetings on July 22nd are meant to help my constituents learn about how they can play a role in this fight for our communities.

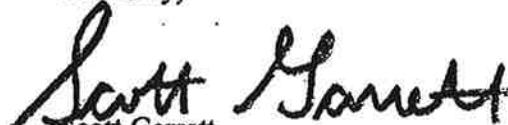
The meeting schedule is as follows:

10:00 a.m.-11:30 a.m.
Sussex County
TriCo Federal Credit Union
96 US Highway 206 #2
Augusta, New Jersey

1:00 p.m. – 2:30 p.m.
Bergen County
Bergen Community College
Moses Family Meeting and Training Center
400 Paramus Road
Paramus, New Jersey

Please let my Chief of Staff, [REDACTED] know if you or your office will be able to join us for these important meetings. [REDACTED] can be reached at [REDACTED]. I appreciate your prompt attention to this request and I look forward to working with you on this important matter.

Sincerely,

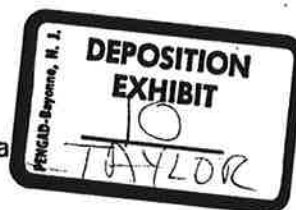

Scott Garrett
Member of Congress

[REDACTED]

From: [REDACTED]@judiciary-rep.senate.gov]
Sent: Friday, July 20, 2007 3:37 PM
To: [REDACTED]
Subject: [LIKELY_SPAM]FW: June 1 Synthetic Drug Strategy Rollout, Tucson, Arizona
Importance: High
Attachments: BOOK_final.pdf; Synthetics Strategy Release June 06.doc; 10PointSynthPlan.pdf; SynthProgress2Page2.pdf; SynthFactSheet.pdf; SynthProgress2Page1.pdf; Tucson event bios (2).doc

Steve: this message from ondcpc appears to be an early schedule for the same event. (I vaguely recall that the event was postponed.)

From: [REDACTED]
Sent: Monday, May 22, 2006 6:15 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: June 1 Synthetic Drug Strategy Rollout, Tucson, Arizona
Importance: High



—Original Message—

From: [REDACTED]
Sent: Monday, May 22, 2006 2:23 PM
To: [REDACTED]
Subject: June 1 Synthetic Drug Strategy Rollout, Tucson, Arizona
Importance: High

Colleagues:

Thank you for your help securing participation by representatives from your agencies in ONDCP's press conference to release the Synthetic Drug Control Strategy. The event logistics are as follows:

Thursday, June 1, 2006
 10:30 AM – 12:00 PM

Desert Hope Treatment Center
 2502 North Dodge
 Tucson, Arizona

We are fortunate to have broad participation from interagency, State, and international partners. While this will allow us to have a very robust program, it will also mean that individual speaker remarks must be extremely brief. Please limit your principals' comments to no more than three minutes. Strict adherence to this time limit will help ensure all speakers have an opportunity to communicate their message before a large and engaged audience.

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The sequence of events, speaking order, and suggested topics for principal comments are as follows:

- 10:30 – 10:45 Briefing re: AZ Meth Centers of Excellence (*Desert Willow room*)
 10:45 – 11:00 Discussion with facility clients (*Desert Willow room*)
 11:00 – 11:10 Run-through with press conference participants (*Manzanita room*)
 11:10 – 12:00 Press conference (*Palo Brea room*)

- 11:10 – 11:13 **Stephonia O'Neil, Compass Healthcare**
Welcome, introductions
 11:13 – 11:20 **Director Walters**
Overview of the Synthetics Strategy
 11:20 – 11:23 **U.S. Senator Jon Kyl**
Impact of Combat Meth Act on Arizona
 11:23 – 11:26 **Governor Janet Napolitano (invited)**
Need to cooperate with Mexico on meth issue
 11:26 – 11:29 **Ambassador de Icaza (invited)**
Joint interest fighting meth/precursor trafficking
 11:29 – 11:32 **Ambassador Anne Patterson**
Strong partnership with Mexico
 11:32 – 11:35 **Asst. A.G. for Legal Policy Rachel Brand**

DOJ cooperation with Mexican law enforcement (general themes of improved enforcement and information sharing and increased law enforcement training)

- 11:35 – 11:38 **DEA Administrator Karen Tandy**
DEA/Mexican operations (specific initiatives)
 11:38 – 11:41 **DHS Dir. of Counternarcotics Uttam Dhillon**

- Nexus between border enforcement and counterdrug activities*
 11:41 – 11:44 **SAMHSA Administrator Charles Curie**
Prevention, treatment efforts for meth (SPF, ATR, etc.)
 11:44 – 12:00 **Media Q & A**

Deliverables

Attached, please find EMBARGOED materials to be included in press kits distributed at the event. These materials are close hold and not for distribution until the June 1 press conference.

- Synthetic Drug Control Strategy
- Press Release
- Fact Sheet
- Progress Report / Future Initiatives
- Bios (please note that we will add photos and make text changes at your request)

Request for Action:

We would appreciate your help with the following:

- **By Tuesday, May 23rd**, please provide any bio revisions, fact sheets, or other materials you would like distributed in the press kits
- **By Wednesday, May 24th**, please provide the name(s), desk and cell phone numbers, and email addresses of any staff traveling with your principal
- **Beginning Thursday, May 25th**, please distribute a media advisory to your relevant media contacts (feel free to use the ONDCP advisory, attached, or develop one from your agency)

Please don't hesitate to contact me with any questions about the event. We look forward to working with you on this event.

Best,



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF NATIONAL DRUG CONTROL POLICY
Washington, D.C. 20503

JPW 10898

March 13, 2006

READ AHEAD

MEMORANDUM FOR THE DIRECTOR

THROUGH: CHIEF OF STAFF
DEPUTY DIRECTOR, STATE AND LOCAL AFFAIRS

FROM: JOSEPH KEEFE (Dan Lipka 5-6747)

SUBJECT: Information for the Bay Area Law Enforcement briefing/meeting, March 22, 2006.

Purpose:

To receive a briefing from key law enforcement leaders in the San Francisco Bay area on law enforcement issues.

Meeting:

You will meet with selected members of the Bay Area Law Enforcement Community to discuss ongoing efforts/issues. The format of the meeting is such that you will receive a briefing on illegal drug issues in the Bay Area, followed by a period of discussion. A list of meeting attendees is at Tab A. The Agenda is at Tab B.

Sequence of Events:

Wednesday, March 22, 2006

3:00pm-4:00pm

Meeting with Bay Area Law Enforcement
Federal, State and Local (OSLA Lipka)
Drug Enforcement Administration
450 Goldengate Avenue,
14th floor San Francisco, CA 94102.
(POC is Ron Brooks (415) 436-8199)
Dan Lipka (202)373-2849 cell



Attachments

- TAB A: Meeting Attendees
- TAB B: Agenda
- TAB C: HIDTA Background and Threat Abstract
- TAB D: DEA Cannabis Eradication Suppression Program—Northern California Counties

TAB E: Talking Points

Concurrence: See left pocket

OPA: _____ Trip Coordinator: _____ Executive Secretariat: _____ OLC _____

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Attendees

Chief Heather Fong - San Francisco Police Department

Chief John Gaines - California Department of Justice Bureau of Narcotic Enforcement

Chief Craig Steckler - Fremont Police Department (Executive Board Member IACP)

Mr. James Fox Esq. - District Attorney, San Mateo County (Executive Board Member NDAA)

Under Sheriff Greg Munks - San Mateo County Sheriff's Office (NC HIDTA fiduciary)

The Honorable Kevin Ryan - United States Attorney for the Northern District of California

Mr. Javier Pena - Special Agent in Charge, Drug Enforcement Administration, San Francisco

Mr. Ronald Brooks- Director, Northern California HIDTA

Ms. Sally Fairchild - Deputy Director, Northern California HIDTA

Ms. Julie Mendosa-Northern California HIDTA ISC manager

Kimberly Rawson
Office of the Chief of Staff
Department of the Treasury
202.622.

-----Original Message-----
From: Nickles, Kim
Sent: Wednesday, February 16, 2005 3:40 PM
To: 'Taylor, Sara M.'
Cc: MacIntyre, Meredith H.; Rawson, Kimberly
Subject: RE: Welcome back and congratulations!

Sounds great.

thanks!!

-----Original Message-----
From: Taylor, Sara M. [mailto:Sara_M_Taylor@who.eop.gov]
Sent: Wednesday, February 16, 2005 10:53 AM
To: Kim.Nickles@do.treas.gov
Cc: MacIntyre, Meredith H.
Subject: RE: Welcome back and congratulations!

Thanks, Kim. I would like to come over and will do so. Give me a few weeks or a month to get our maps and targets figured out henley can find a time for me to come over.

Sara

-----Original Message-----
From: Kim.Nickles@do.treas.gov [mailto:Kim.Nickles@do.treas.gov]
Sent: Wednesday, February 16, 2005 10:24 AM
To: Taylor, Sara M.
Subject: Welcome back and congratulations!

Sara,

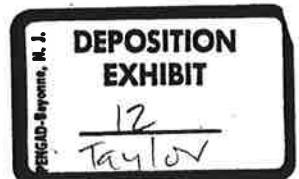
Congratulations on your new job. I know everyone is excited to have you back in political affairs! Please let me know how I can be helpful to you from the Treasury Department.

If you're interested, I would love for you to come over here and address the politicals.... I think it would be helpful to you to get to know the team over here better so that we can be as helpful to you as possible. It's up to you, so just let me know if that's something you'd want to do.

Again, welcome back! I look forward to working with you,

Kim

Kim E. Nickles



White House Liaison
Department of the Treasury
202.622.

From: Scott Jennings [mailto:SJennings@gwb43.com]
Sent: Wednesday, October 11, 2006 2:49 PM
To: Smith, Matt
Cc: jwebster@rnchq.org; Mindy McLaughlin; Jessica Swinehart
Subject: RE:

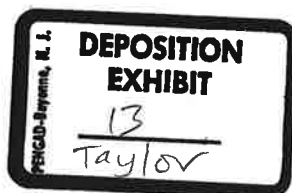
Yes – either Sara or I would be happy to do it. Let me check with her and we will get right back to you. To be clear, we will lay out the ground rules for appointees as we have been directed by Counsel. The rules are pretty simple, and we will gladly make sure everyone has the information.

From: Smith, Matt [mailto:Matt.Smith@va.gov]
Sent: Wednesday, October 11, 2006 12:28 PM
To: Scott Jennings
Subject:

Scott,

Would you be willing to come over next week [Tuesday] and do a very quick political brief as well as some remarks on "what the WH expects from appointees"?

Matt



From: Taylor, Sara M.
Sent: Monday, June 12, 2006 7:49 PM
To: Jackson, Barry S.; Janan Grissom
Cc: [REDACTED]; Boyer, Matthew W.; Lauckhardt, Shelby L.
Subject: RE: Briefing for Treasury appointees

Happy to as well. We need to do at 5pm per wh counsel. But, yes, we can do it at treasury or here if you want. (5 or 6 works)

-----Original Message-----

From: Jackson, Barry S.
Sent: Monday, June 12, 2006 7:32 PM
To: 'Janan Grissom'; Taylor, Sara M.
Cc: [REDACTED]; Boyer, Matthew W.
Subject: RE: Briefing for Treasury appointees

Ok by me

-----Original Message-----

From: Janan Grissom [mailto:[REDACTED]]
Sent: Monday, June 12, 2006 6:09 PM
To: Taylor, Sara M.; Jackson, Barry S.
Cc: [REDACTED]
Subject: Briefing for Treasury appointees

Guys -

Thanks for today - good info to have.

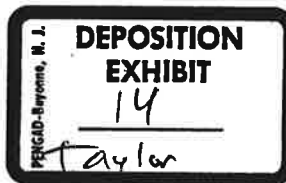
I realized I had been negligent in setting up another briefing for all our politicals (after the other one was cancelled) and want to do that asap. Would love for both of you to address this group if possible.

We are so close to the WH ... do you think it might be possible to schedule it there (maybe in the auditorium on the upper floor) around 6:00? Think we would have a good turnout and we really need to rally our group.

We are ok legally, but want to be sure about perception, etc.

Thoughts?

Janan Grissom
White House Liaison
U.S. Department of the Treasury
1500 Pennsylvania Avenue NW
Washington, DC 20220
202-622-



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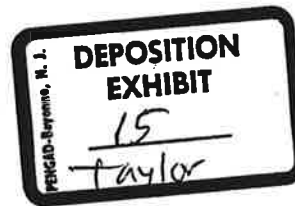
To: Doug Domenech/WHL/OS/DOI@DOI
Subject: RE: Politicals List (Virus checked)

I don't know what to tell you, other than our counsel has told Sara that she should not do a briefing of this nature during normal business hours. I really am sorry for this last-minute change of plans.

-----Original Message-----

From: Doug_Domenech@ios.doi.gov [mailto:Doug_Domenech@ios.doi.gov]
Sent: Saturday, April 23, 2005 6:35 PM
To: MacIntyre, Meredith H.
Subject: Re: Politicals List (Virus checked)

Huh? Schlapp came.
Doug Domenech
White House Liaison
Office of the Secretary
US Department of the Interior
1849 C Street, NW
Washington, DC 20240
202-208-
Doug_Domenech@ios.doi.gov



Sent from my BlackBerry Wireless Handheld

----- Original Message -----

From: "MacIntyre, Meredith H." [Meredith_H_MacIntyre@who.eop.gov]
Sent: 04/22/2005 07:35 PM
To: Doug Domenech/WHL/OS/DOI@DOI
Subject: RE: Politicals List (Virus checked)

Doug,

I left you a voicemail earlier today, but I just wanted to follow up with an email, as well. WH counsel is uncomfortable with Sara giving a political briefing during normal business hours. Please give me a call on Monday (456.) and we will find a time that works after 5 pm.

Thanks and sorry for the last minute change of plans.
Henley

-----Original Message-----

From: Doug_Domenech@ios.doi.gov [mailto:Doug_Domenech@ios.doi.gov]
Sent: Thursday, April 21, 2005 4:24 PM
To: MacIntyre, Meredith H.
Cc: Elizabeth_Blount@ios.doi.gov
Subject: Politicals List (Virus checked)

Meredith,

Here is the promised list of political appointees at DOI. We are excited about Sara Taylor joining us at our meeting on Monday.

As I said before, we meet at 11 and adjourn at 11:30 or 11:45 depending on the program. I would suggest she arrive at 10:55. We'll start at 11. The Secretary usually has a few opening comments. Sara could speak for 15-20 minutes and then some Q&A. I am sure we can get her out the door by 11:40 or so.

Obviously I will meet her at the door and escort her back out. Let me know if she needs

From: James.Glueck@usda.gov [mailto:James.Glueck@usda.gov]
Sent: Tuesday, June 07, 2005 4:49 PM
To: Henley MacIntyre; Jason Huntsberry
Cc: Drew.Deberry@usda.gov
Subject: RE: Political Briefing at USDA

Henley and Jason...

Will Sara need access to any specific equipment on Thursday afternoon (i.e. PowerPoint)? Just wanted to doublecheck since we would have to request it in advance. Do you know what time y'all might be coming over so that we can have someone available to get you cleared into the building?

The meeting will be in Room 107-A of the Whitten Building (1400 Independence Avenue, SW). USDA's main entrance is located on Jefferson Drive (facing the Mall and the Smithsonian metro).

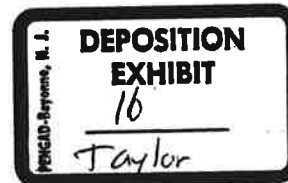
We look forward to seeing y'all on Thursday afternoon. Please let me know if there are any questions/concerns.

Thanks.

James
[REDACTED]
[REDACTED]

-----Original Message-----

From: Glueck, James
Sent: Thursday, June 02, 2005 5:37 PM
To: 'HMacIntyre@gwb43.com%inter2'
Cc: 'JHuntsberry@gwb43.com'
Subject: RE: Political Briefing



Henley...

I just wanted to touch base to confirm Sara Taylor's visit to USDA on Thursday, June 9 for a 5pm meeting with our political appointees. Are there any specific needs (i.e. PowerPoint capability)? Please let us know so that we can have the necessary equipment set up. Many thanks for your help.

James
720-

Hot on the E-Mail Trail

DEPOSITION EXHIBIT
17
Taylor

■ Congressional Democrats want to know more about how White House officials used Republican Party communications channels.

By Alexis Simendinger

On his second day as White House counsel in January, Fred Fielding said little when representatives of the National Archives and Records Administration suggested during a courtesy meeting that he might want to reissue guidance to President Bush's aides about how they should preserve e-mail messages as presidential records.

Such reviews are supposed to come frequently, to keep pace with staff turnover in the Executive Office of the President; especially during an administration's second term, comings and goings prompt refreshers on everything from ethics requirements to security practices. In terms of fresh faces and added muscle, the counsel's office is itself a good example: Fielding is a newcomer, and Bush now has 17 in-house attorneys, up from 14.

Fielding is Bush's third White House lawyer, following in the footsteps of Texas loyalists Harriet Miers and Alberto Gonzales. Gonzales issued Bush's first e-mail policies as a records advisory in 2001, taking cues from guidelines used during the

Clinton administration and set out in a 17-page pamphlet that the Archives compiled in 2000 for use by the incoming administration.

Deputy White House press secretary Scott Stanzel explained recently, "Employees are informed of the policy when they start work at the White House." And how is the policy described? "As you probably know, we don't share internal White House memos."

But sharing memos is exactly what House Oversight and Government Reform Committee Chairman Henry Waxman, D-Calif., has asked the White House to do. In a March 29 letter, Waxman told the president's counsel that the committee wants to see "all policies, guidance, and other communications provided to White House officials regarding the obligation to preserve e-mail records."

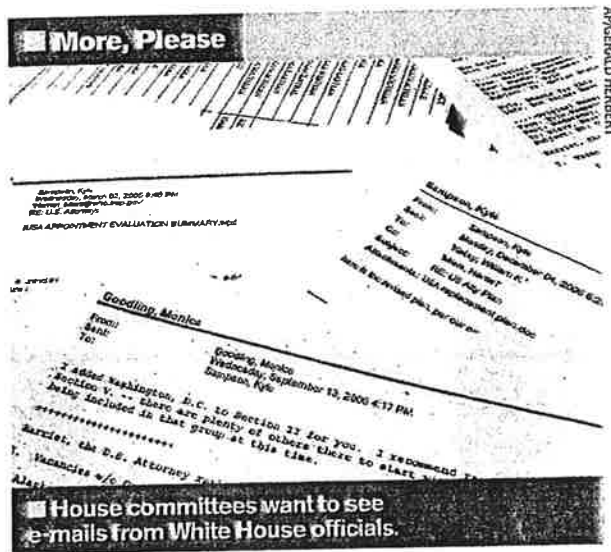
On April 4, Waxman asked the Republican National Committee to turn over e-mails sent to or received by White House Deputy Chief of Staff Karl Rove or other White House officials relating to the use of federal agencies or resources to help GOP candidates. House Judiciary Committee Chairman John Conyers, D-Mich., has requested that the White House and the RNC produce materials, including e-mails, relevant to Congress's examination of the dismissal of eight U.S. attorneys. *National Journal* previously reported that Rove and other officials frequently use RNC e-mail accounts instead of the White House system. (See "Whose E-Mail Is It?" *NJ*, 3/24/07, p. 48.)

Asked on April 3 when he expected Fielding to respond to Congress, Joshua Bolten, Bush's chief of staff, told *NJ* that he did not know. Waxman, Conyers, and

Senate Judiciary Committee Chairman Patrick Leahy, D-Vt., want to learn more about White House and RNC e-mail records in connection with a host of ongoing and potential investigations. RNC spokeswoman Tracey Schmitt said on April 4, "We are in contact with the committee and are in the process of responding." A meeting between RNC representatives and congressional investigators is expected next week.

The RNC's policy, Stanzel said, is to delete e-mails every 30 days, except for the e-mails of White House aides "who use the political e-mail accounts the RNC has provided them." David Almacy, White House Internet and e-communications director, told *Computerworld* in March that the RNC's archive exception for White House e-mails began in 2004. Almacy said that White House computers block access to personal or other e-mail accounts to provide security and to preserve records deemed by law to be presidential. That policy does not address the use of BlackBerrys or other portable electronic devices, whether they are personally owned or provided to White House officials by the RNC or others.

One former White House political aide said he vaguely recalled receiving guidance about sending e-mail on an RNC-provided BlackBerry and using a *gwb43.com* e-mail account, but he had clearer memories of getting "a billion and one" White House ethics briefings. The e-mail instructions, from Sara Taylor, director of White House political affairs, were meant to help aides juggle dual sets of communication devices to comply with the Hatch Act and the Presidential Records Act, and to use the RNC equipment and accounts "only for political activity." The aide said that much of the work in his office was by definition more political than official, including coordination with White House advance teams about presidential travel; use of White House equipment for events; and communication with Republican campaign committees and candidates.





The White House Office of Political Affairs

January 4, 2007

Internal document not for distribution

PENGAD-Boyomo, M. J.
DEPOSITION
EXHIBIT
16
Taylor

Historical Look

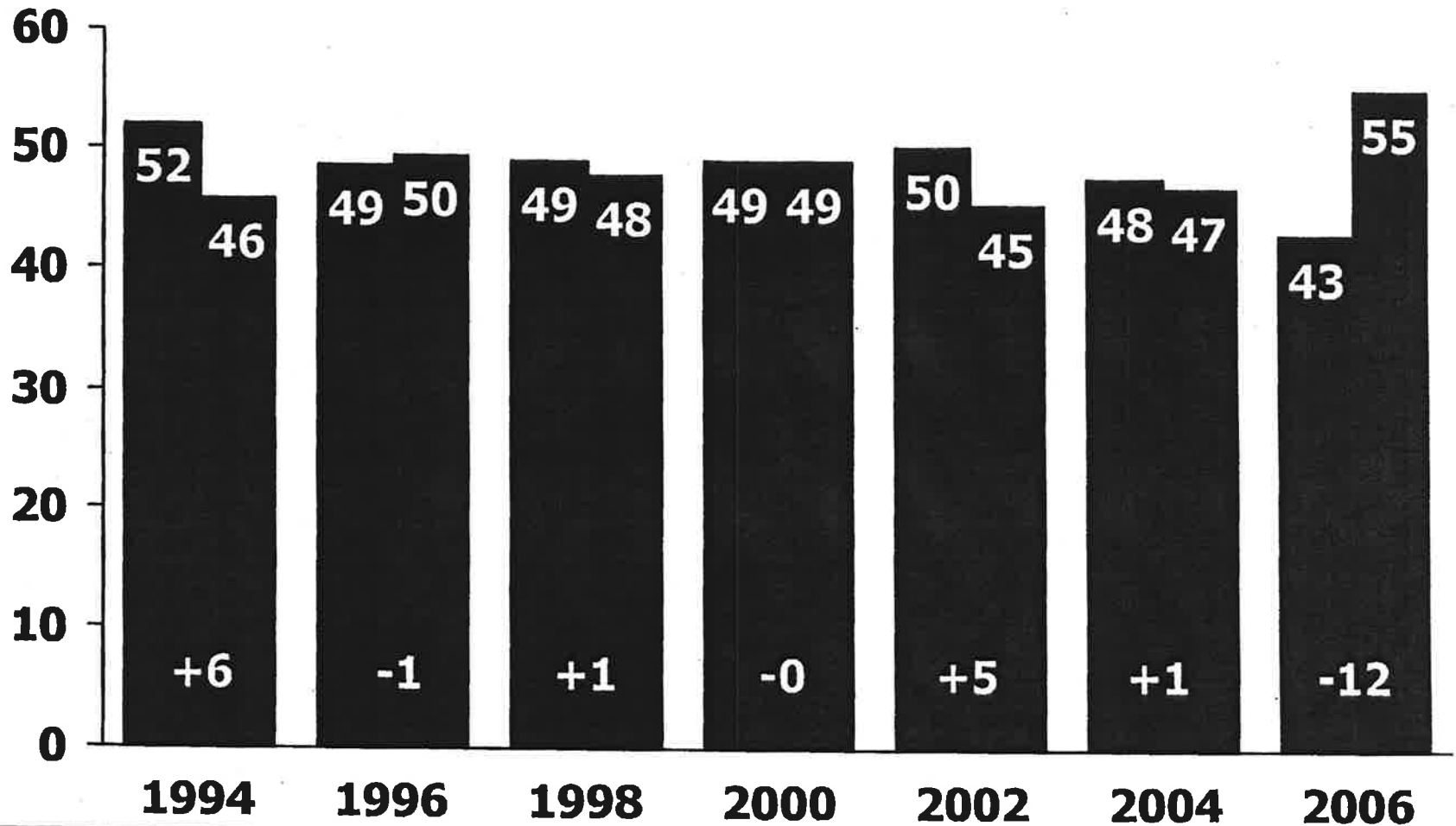
All 2nd Midterms

President	Year	President's Party House Change	President's Party Senate Change
Bush	2006	-30	-6

All Wartime Midterms

President	Year	President's Party House Change	President's Party Senate Change
Bush	2006	-30	-6

Generic Ballot Suggested Tsunami



House Δ	+54	-3	-4	-2	+8	+3	-30
Senate Δ	+9	+3	even	-5	+2	+4	-6

GOP Losses From Scandal, Complacency

10 losing GOP candidates tainted by scandal; 10 in Kerry districts; 6 were complacent

Scandal Seats



GOP Candidates in Kerry Districts



Complacent Incumbents



TOTAL:

22 SEATS*

* Taylor, Pombo, Weldon, and Leach are in 2 categories each

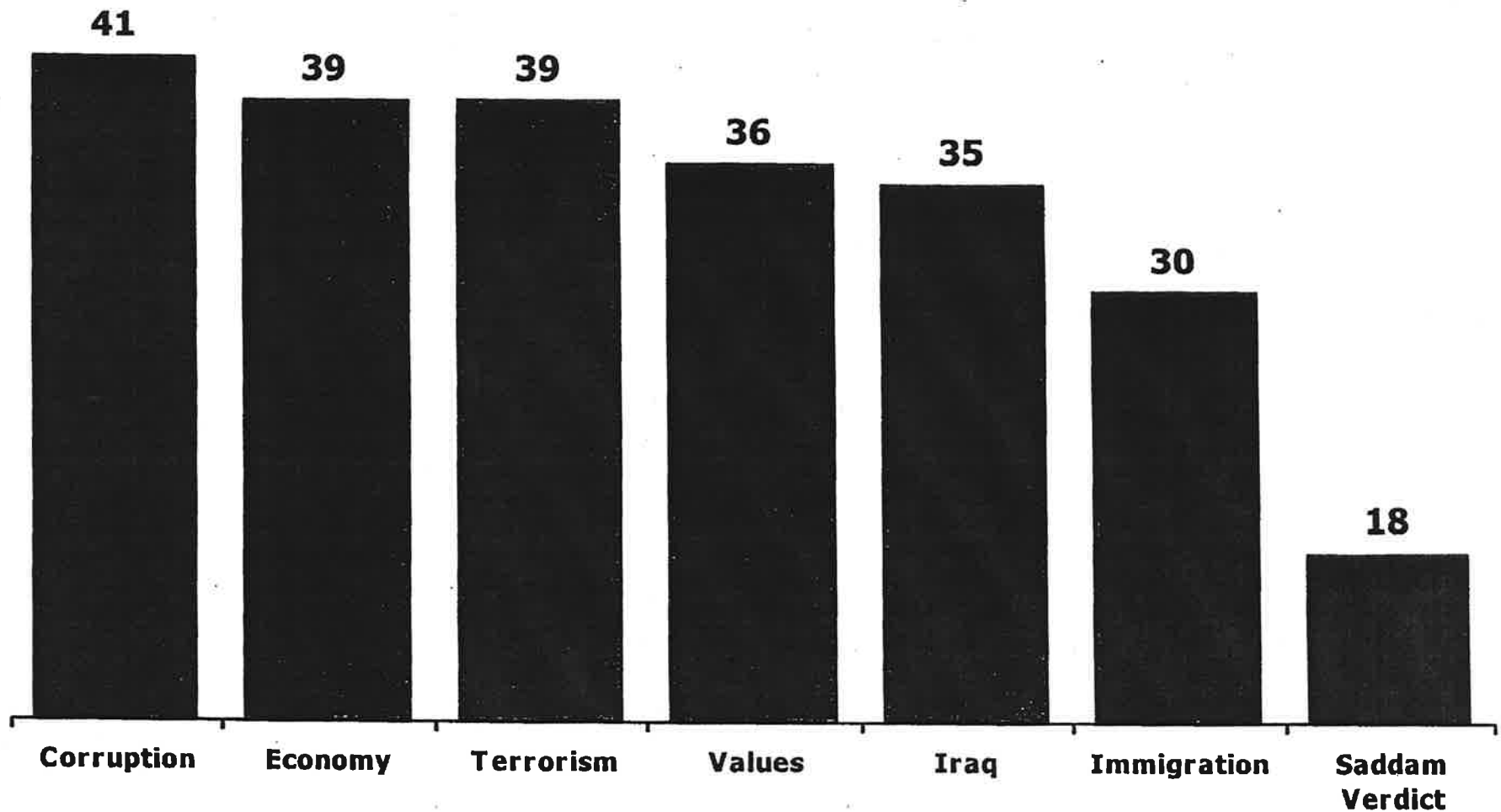
Net Loss in Seats for Incumbent Party

1.	John F. Kennedy	-4
2.	Harry Truman	-7
3.	George H. W. Bush	-8
4.	Lyndon Johnson	-12
5.	Jimmy Carter	-15
6.	Ronald Reagan	-15
8.	Bill Clinton	-47
9.	Gerald Ford	-48
10.	Herbert Hoover	-52
11.	William H. Taft	-57
12.	Dwight Eisenhower	-68
13.	Franklin D. Roosevelt	-71
14.	Warren G. Harding	-77
15.	Woodrow Wilson	-99

** Does not include "Original Coattails"*

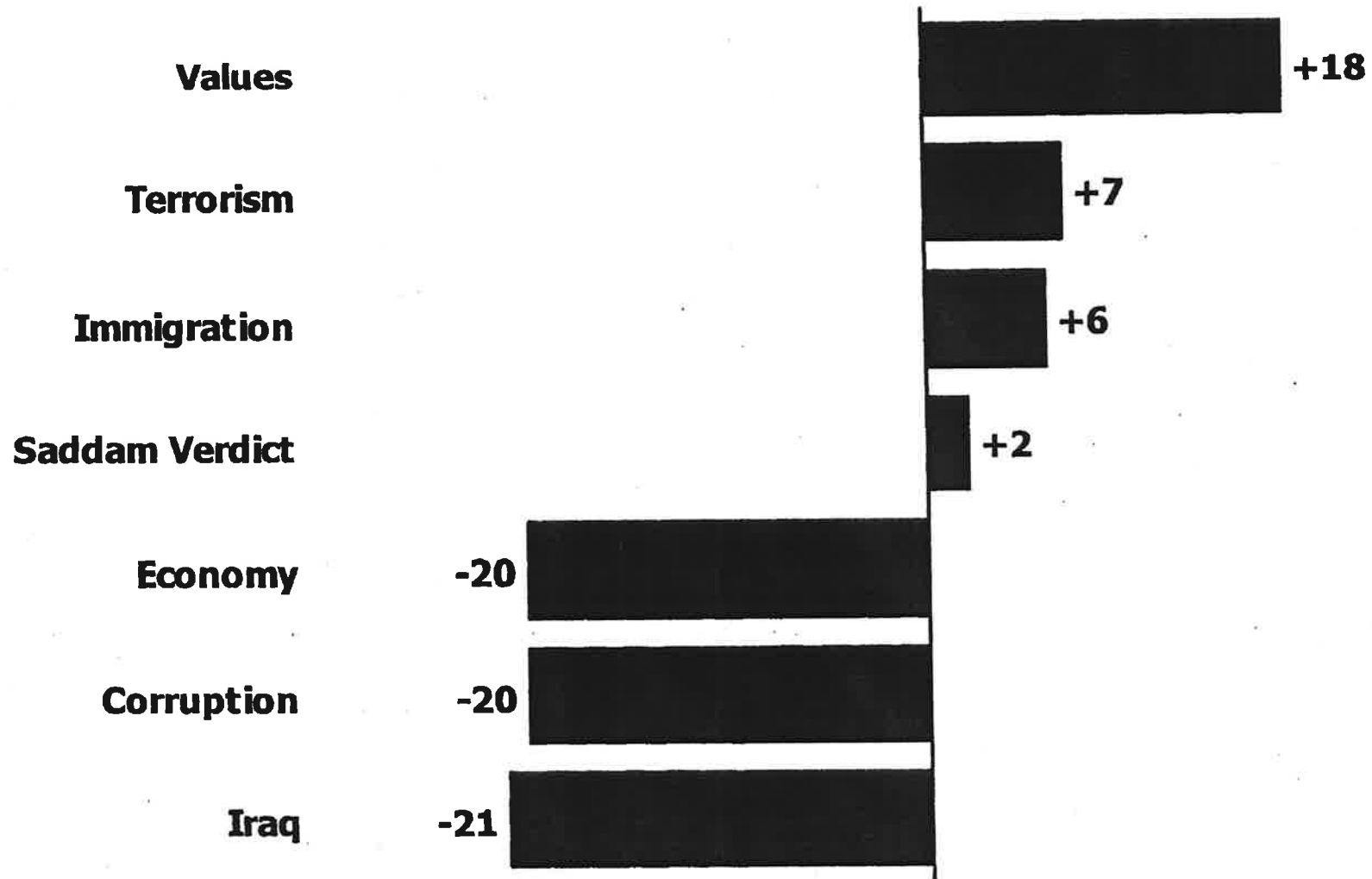
"Corruption" Voters' Top Issue

(% "Extremely Important," Exit Polling)

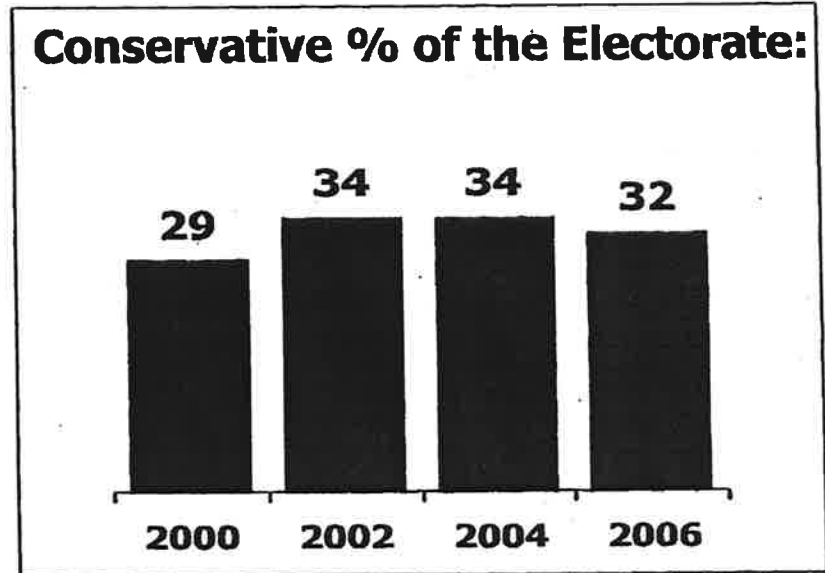
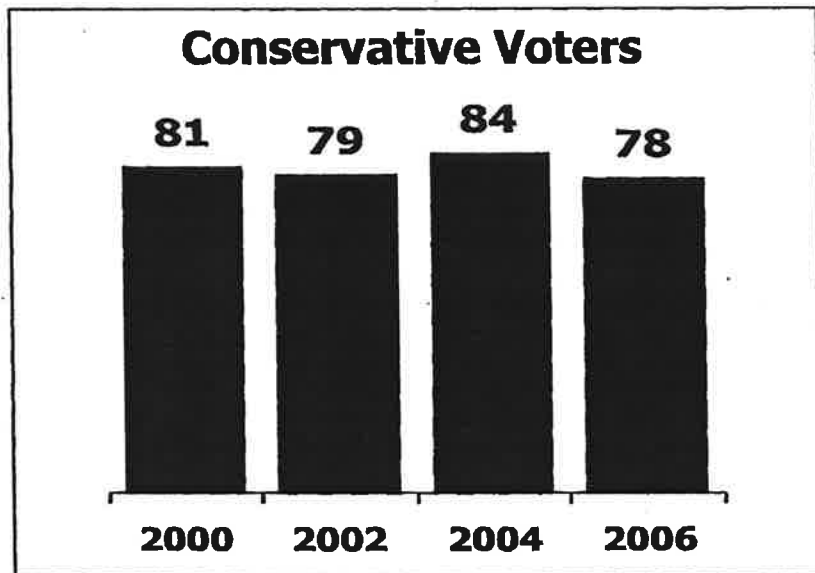
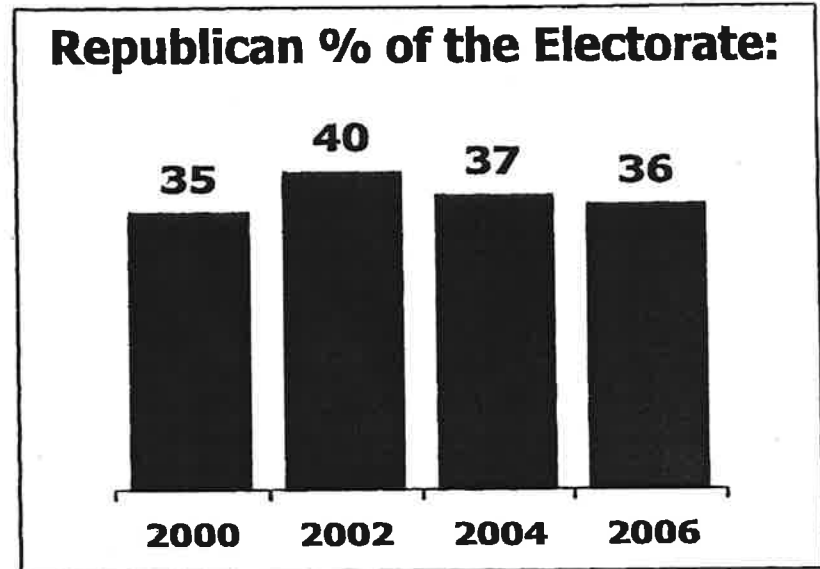
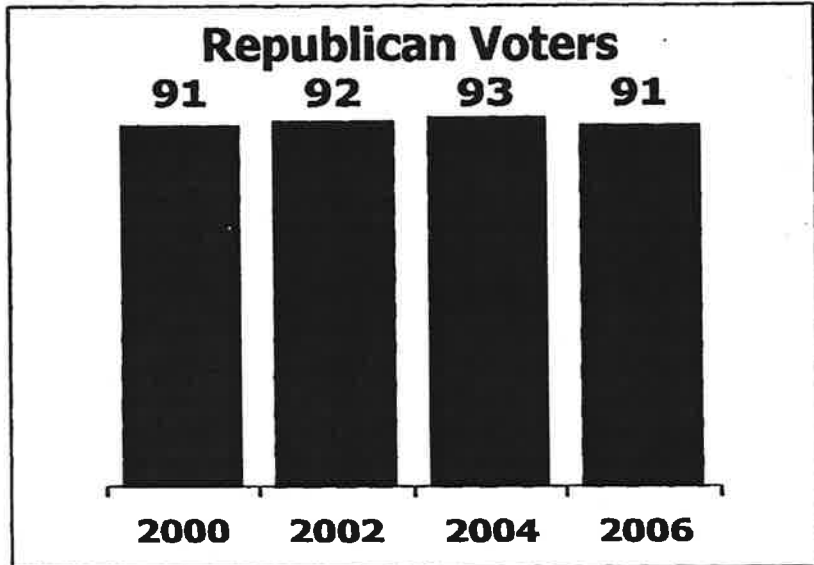


Dems Won Corruption, Econ., Iraq Voters

(% GOP - % Dem, Exit Polls)

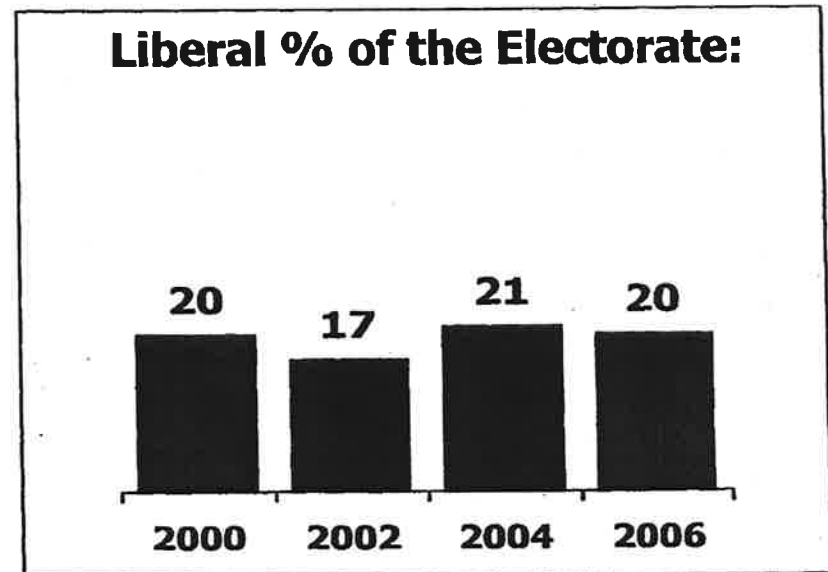
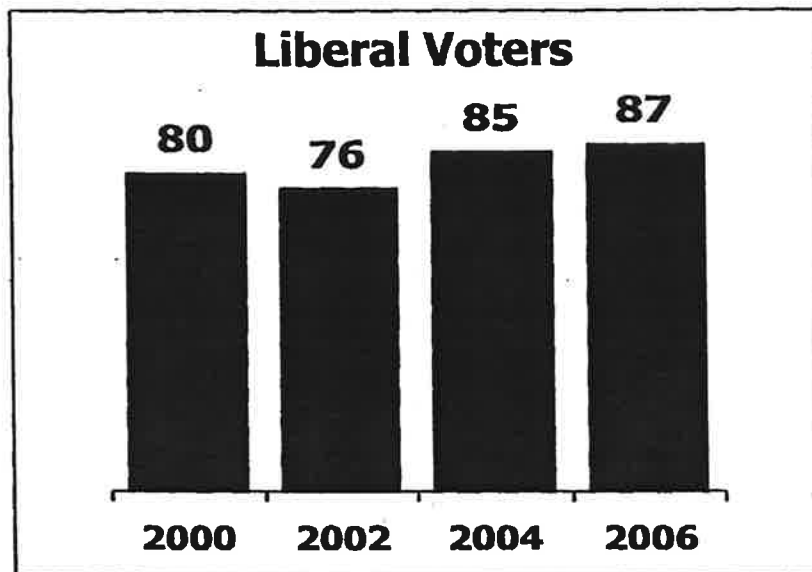
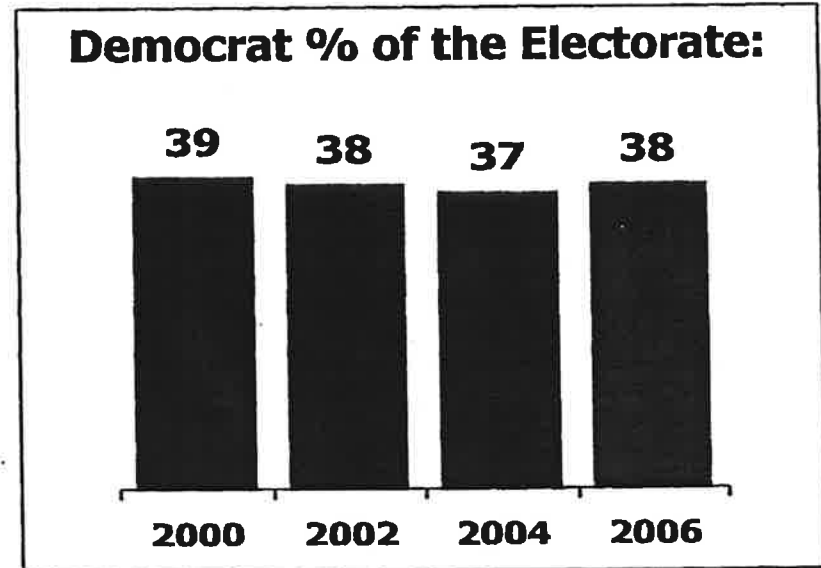
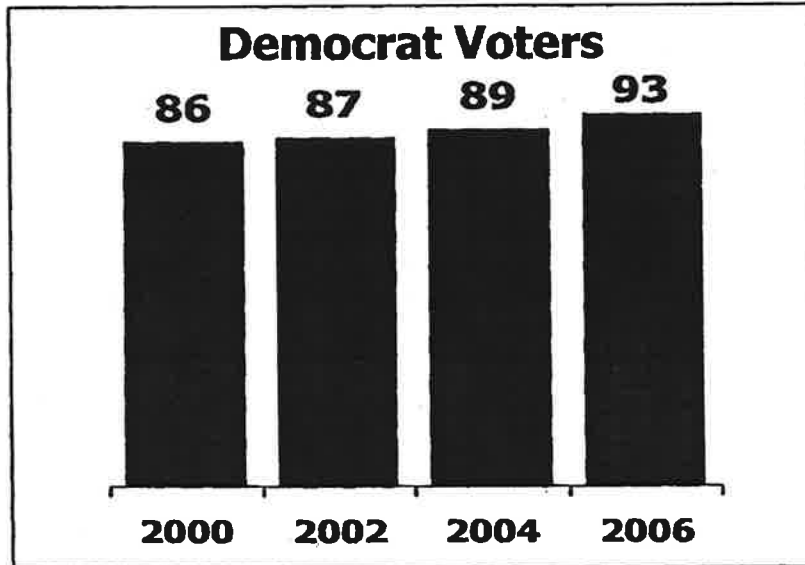


Republican Base About the Same



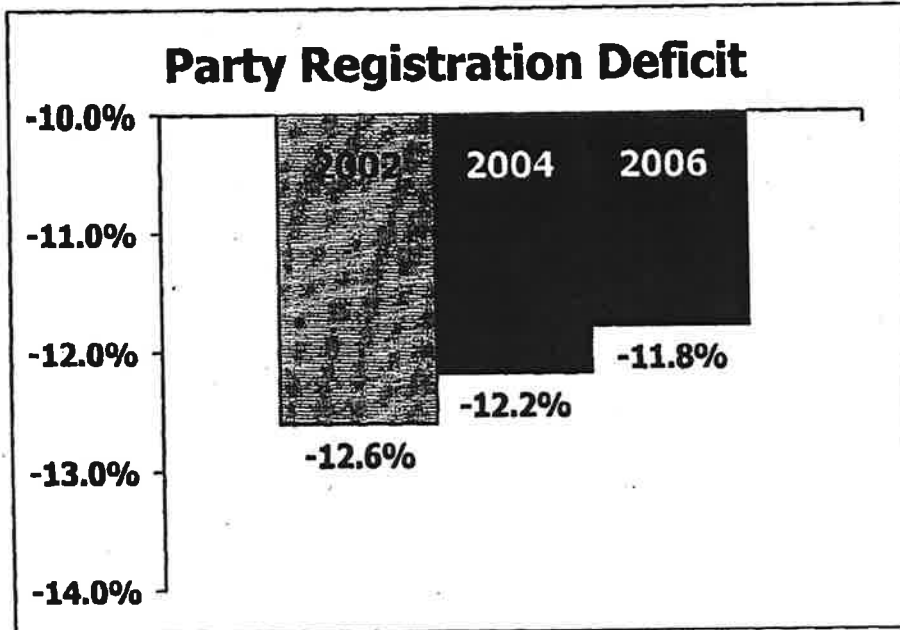
Source: Exit Polling

Democrat Base Did Not Grow



Source: Exit Polling

Not Yet an Ideological Shift



States where GOP Registration margin Increased (16 states) since last cycle:

AZ, CA, CT, FL, KY, LA, NE, NH, NJ, NM, NV, OK, OR, SD, WV, WY
Net increase: +554,402

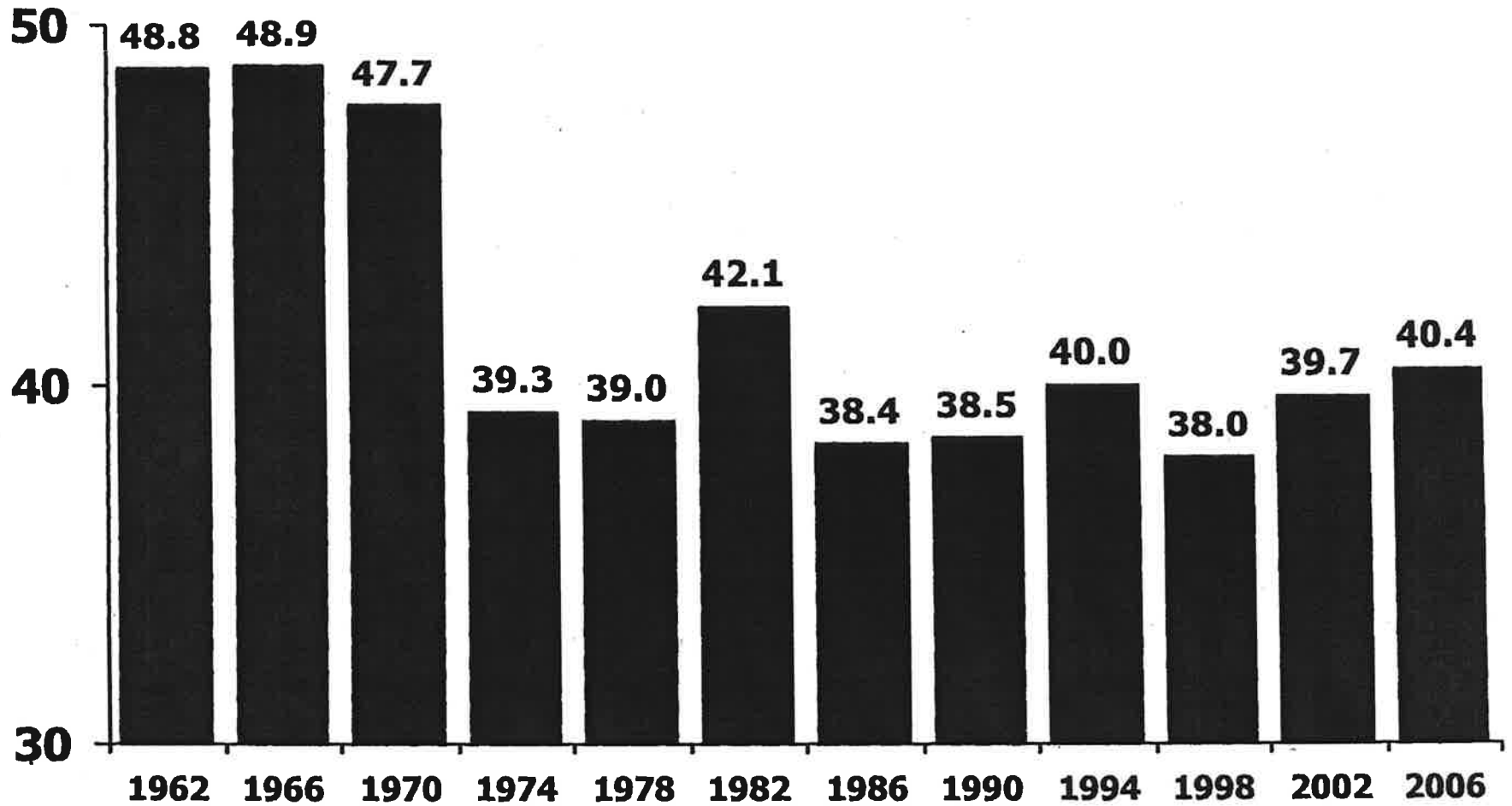
States where GOP Registration margin Decreased (8 states) since last cycle:

CO, DE, IA, KS, MD, NH, NY, PA
Net decrease: -140,529

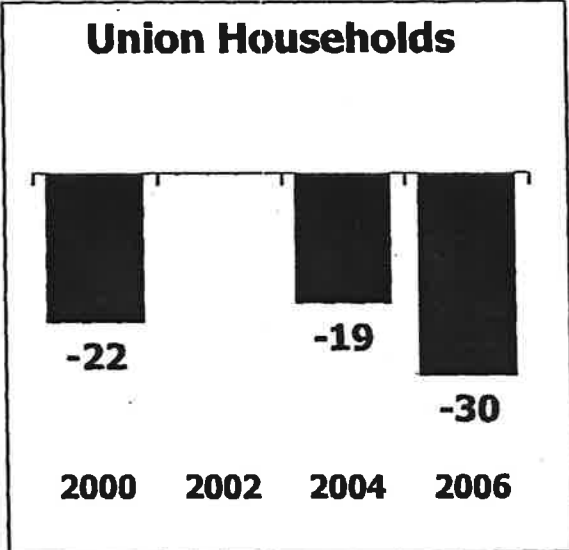
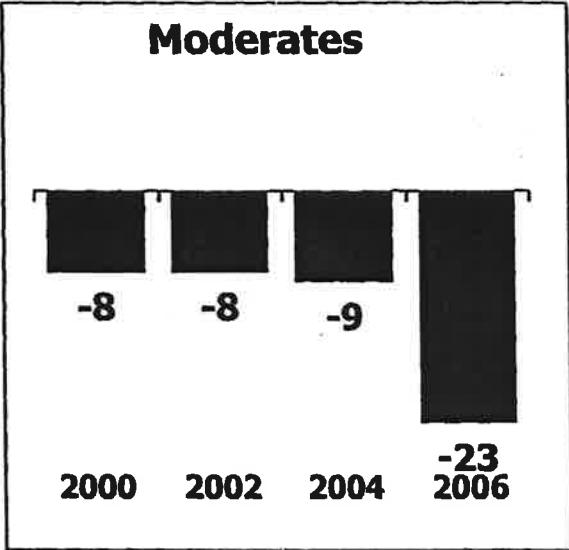
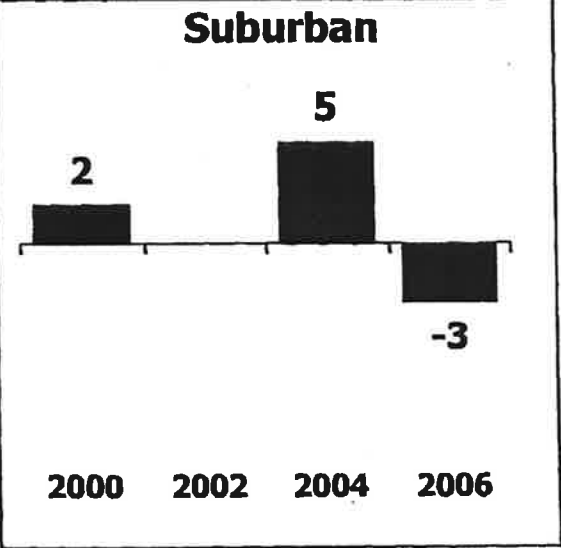
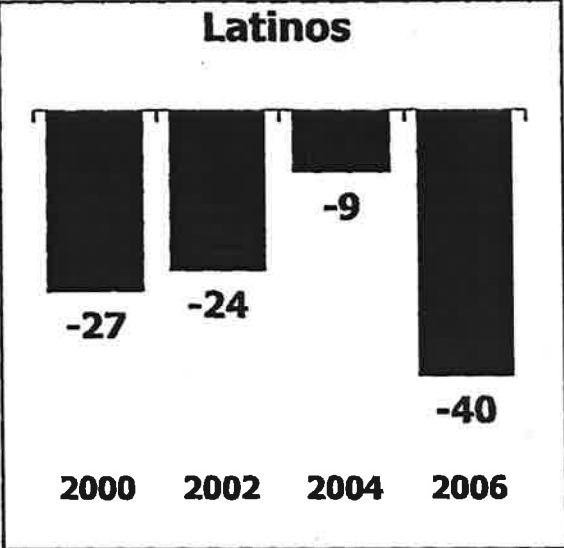
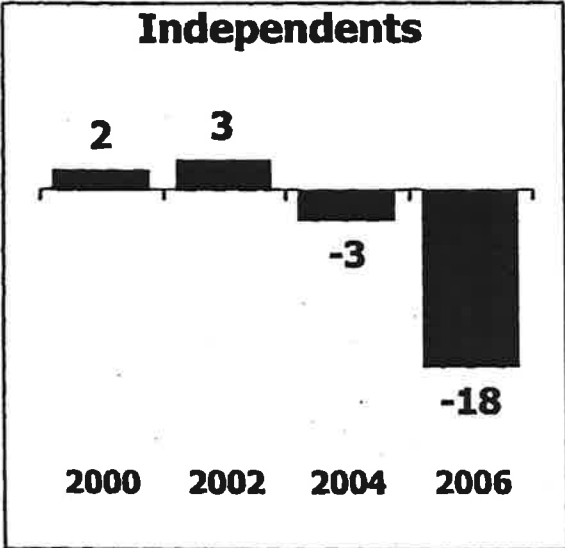
More about rejecting Republican conduct than about supporting Democrat ideology

Midterm Election Turnout, 1962-2006

(As % of VAP, Center for the Study of the American Electorate)

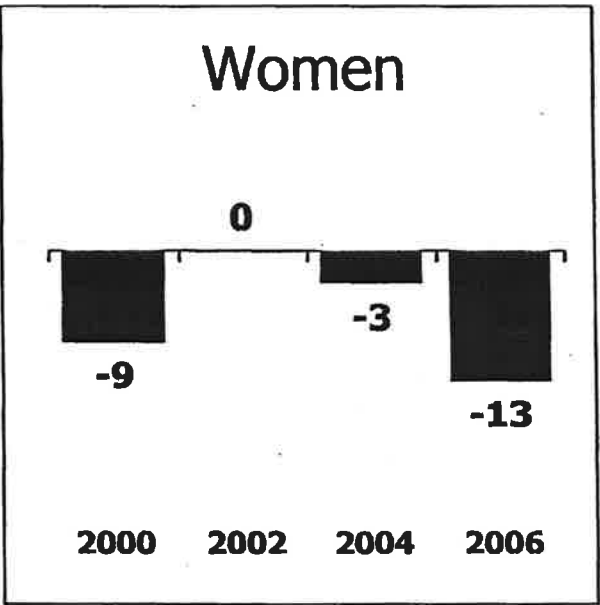
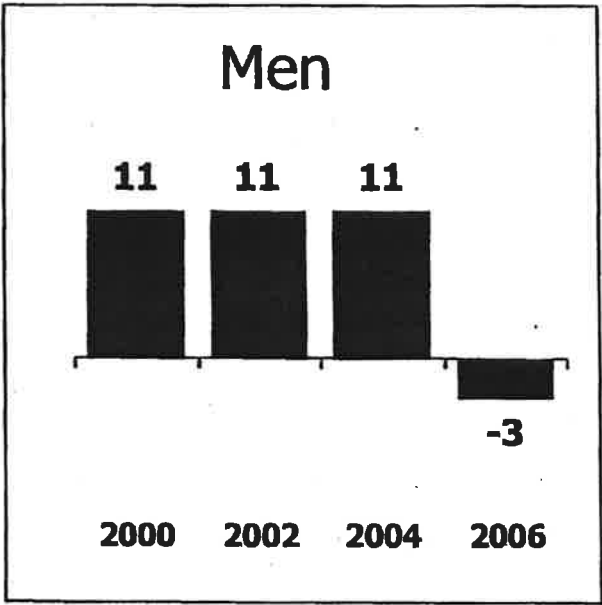


Lost Ground With Swing Voters



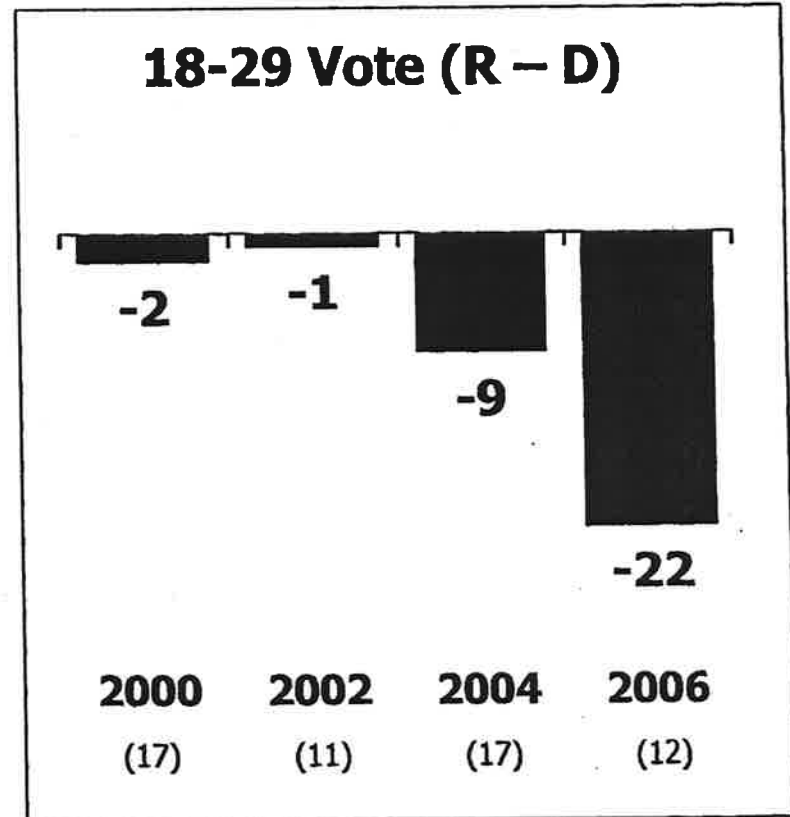
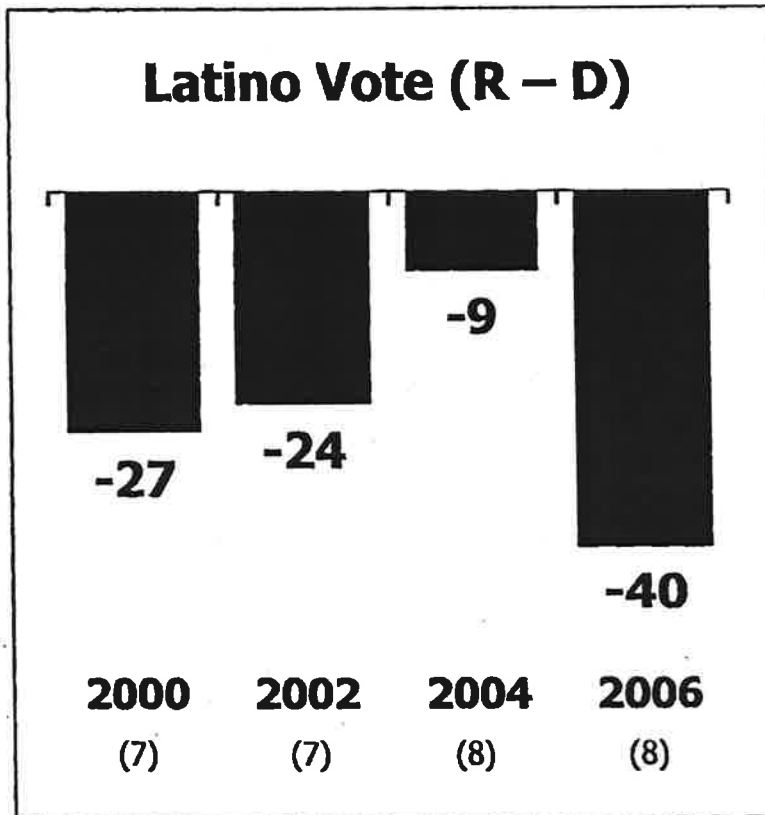
Source: Exit Polling

Bigger Losses Among Men



Source: Exit Polling

Long Term Problems: Among Latinos and Youth Vote



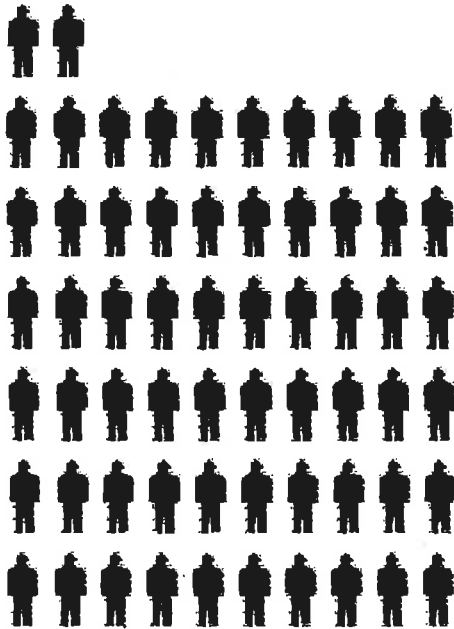
Source: Exit Polling

Races Extremely Close Because Of GOP Ground Game

- **22 races decided by two points or less—
Republicans won 13 and lost 9, including two GOP
challengers in GA.**
- **In 2002 *and* 2004, just seven races were decided
by two points or fewer.**
- **18 races decided by fewer than 5,000 votes; R's
won 12; all 18 combined were decided by 49,445
votes**
- **6 races decided by fewer than 1,000 votes;
combined margin 3694 votes.**
- **35 races in which the winner received 51% or
less of the popular vote**

More "Split" Districts Represented By Democrats

62 Democrats represent Bush '04 districts;
8 Republicans represent Kerry '04 districts



**Democratic Congressmen
In Bush Districts**



**GOP Congressmen In
Kerry Districts**

Democrats Have Precarious Hold On Power

- **Democrats represent 33 districts President Bush carried with 55% or more of the vote and 21 districts where he won 58% or more in 2004**
- **No Republican represents a district Kerry won with more than 53% of the vote in 2004**
- **Of 62 Dems in Bush districts, 23 won election this year with 55% or less of the vote**
- **Almost half the Democratic freshman class—19 of 41—represents districts President Bush won in '04**

2008 House Targets: Top 36

			BC '04 %	06 DEM %			BC '04 %	06 DEM %
UT	2	Matheson	59%	CO	3	Salazar	61%	
TX	22	Lampson	52%	WI	8	Kagen	51%	
ND	AL	Pomeroy	66%	KS	3	Moore	64%	
IN	8	Ellsworth	61%	PA	4	Altmire	52%	
GA	8	Marshall	51%	AZ	5	Mitchell	51%	
PA	10	Carney	53%	FL	16	Mahoney	49%	
SD	AL	Herseth	69%	NY	19	Hall	51%	
KS	2	Boyda	51%	CA	11	McNerney	53%	
IN	9	Hill	50%	NY	20	Gillibrand	53%	
PA	17	Holden	65%	MI	1	Stupak	69%	
LA	3	Melancon	55%	WV	3	Rahall	69%	
WV	1	Mollohan	64%	AZ	8	Giffords	54%	
TX	23	Rodriguez	54%	NY	24	Arcuri	54%	
OH	18	Space	62%	MN	1	Waltz	53%	
NC	11	Shuler	54%	NH	1	Shea-Porter	52%	
IN	2	Donnelly	54%	OH	6	Wilson	62%	
IL	8	Bean	51%	GA	12	Barrow	50%	
MN	7	Peterson	70%	OR	5	Hooley	54%	

Battle for the Senate 2008

(21 Republicans, 12 Democrats)



Senate

33 TOTAL RACES

GOP

21 Defense

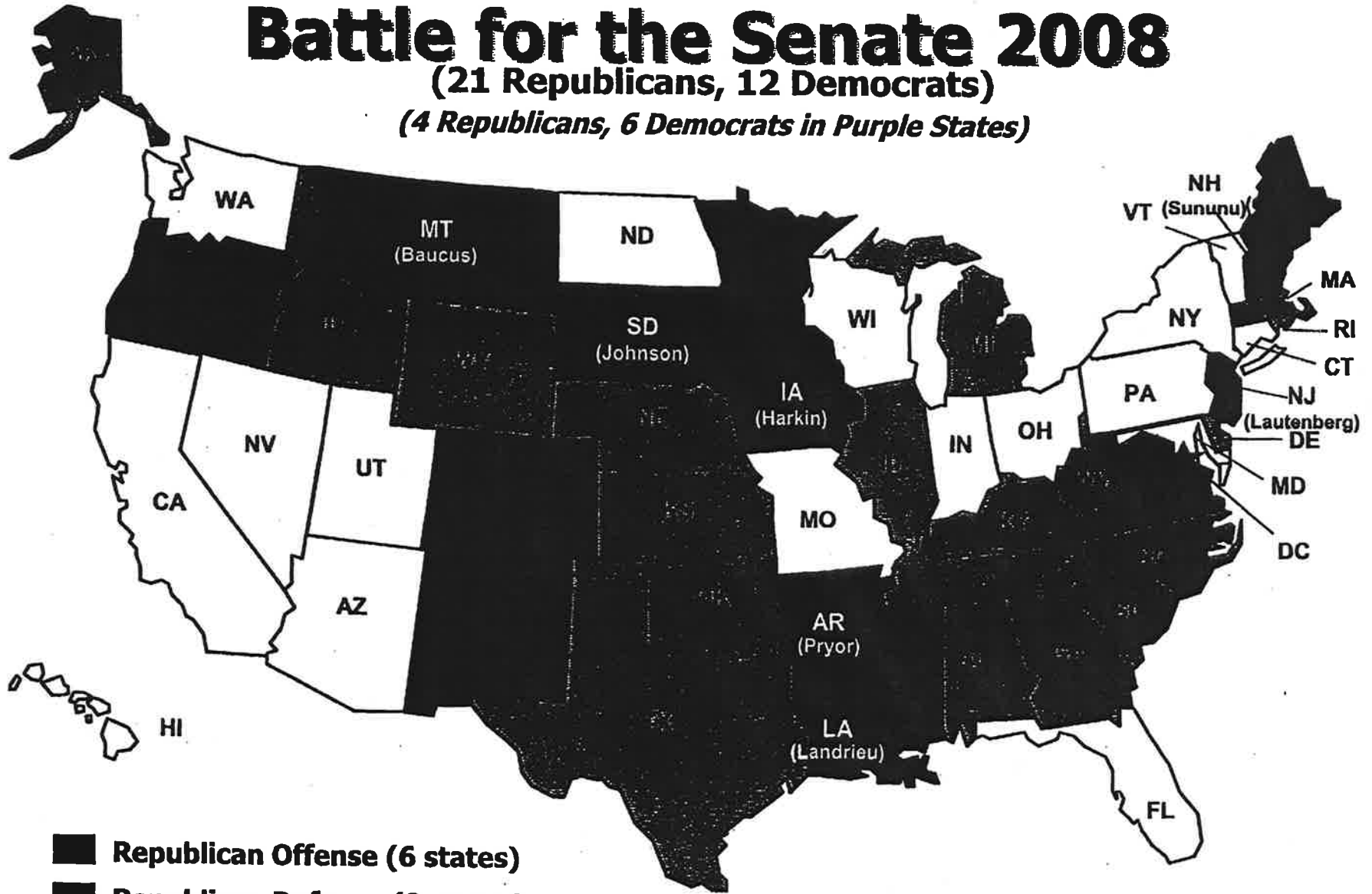
Dem

12 Defense

Battle for the Senate 2008

(21 Republicans, 12 Democrats)

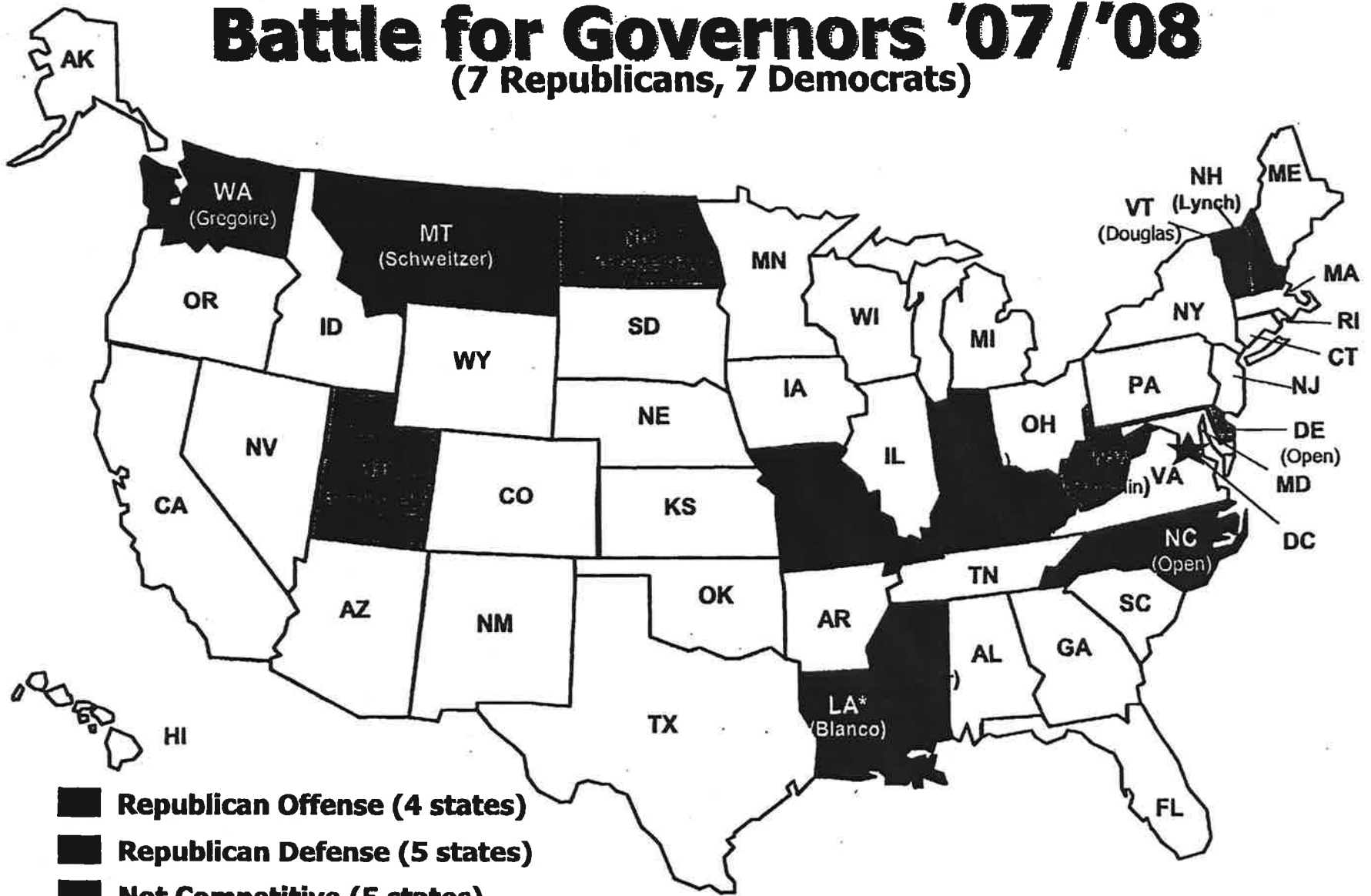
(4 Republicans, 6 Democrats in Purple States)



- Republican Offense (6 states)
- Republican Defense (8 states)
- Not Competitive (21 states)

Battle for Governors '07/'08

(7 Republicans, 7 Democrats)



- Republican Offense (4 states)
- Republican Defense (5 states)
- Not Competitive (5 states)
- No Race (36 states)

*2007 gubernatorial race

DETAILED RESPONSE: White House Briefing for Governor Kempthorne

Date: April 19, 2006

Time: 5:15 p.m.

Location: Office of Sarah Taylor in EEOB

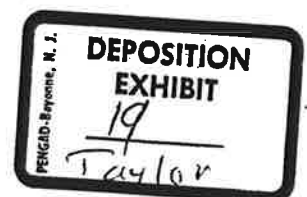
Speaker: Sarah Taylor, Director, Office of Political Affairs, and Scott Jennings, Deputy Director, OPA

Description: Presentation on the legal and ethical limits of Governor Kempthorne (should he be confirmed as Secretary) political activity. Also a general discussion of the political climate.

Handouts: None at the meeting. Briefing paper attached.

Attendees: Governor Dirk Kempthorne,
Brian Waidmann, Chief-of-Staff
Doug Domenech, Deputy Chief of Staff and White House Liaison
Matt Eames, Director, Office of Congressional Affairs
Ryan Fitzgerald, Director, State of Idaho Washington Office

Records: None.



Calendar Entry

Meeting

Notify me



Mark Private

Pencil In

Subject OPA brief with DK

Chair Doug Domenech/WHL/OS/DOI

When
Starts: Wed 04/19/2006 05:30 PM
Ends: Wed 04/19/2006 06:30 PM 1 hour

Where Location

Invitees

Categorize

Description

Your Notes

Meeting with Sara M. Taylor, Deputy Assistant to the President and Director of Political Affairs

April 19, 2006

The White House, Eisenhower Executive Office Building

5:15 p.m. - 6:00 p.m.

I. PURPOSE

The purpose of the meeting is to brief you on legal and ethical limits of your involvement in political issues. In addition, the roles and responsibilities of the White House Office of Political Affairs will be addressed.

II. BACKGROUND

The White House Office of Political Affairs coordinates the political activities of Cabinet members.

Federal employees' participation in political activity is governed by the Hatch Act. Persons serving in Senate-confirmed positions are the least restricted under the Hatch Act and may participate in political activity while on duty and in Federal facilities. Certain rules apply relative to the appointee's interaction with non-career and career staff. The agency will provide a fuller briefing on these matters, including certain travel rules that apply when trips combine political and official business.

III. PARTICIPANTS

Sara M. Taylor, Deputy Assistant to the President and Director of Political Affairs. Ms. Taylor served as Deputy Strategist for the President's reelection, where she helped manage the campaign's paid media, strategic travel planning, message development, and opinion research. Before joining the President's reelection, Ms. Taylor was an Associate Director for Midwestern States in the White House Office of Political Affairs. She first joined the President's team in April 1999, when she helped set up his Iowa Caucus effort and then managed the President's 2000 general election campaign in Michigan. From 1997-1999, Ms. Taylor was the Director of Operations and a Research Analyst for the The Tarrance Group, a strategic consulting and survey research firm. Ms. Taylor is from Dubuque, Iowa, and received a B.S. in Finance from Drake University.

Scott Jennings, Special Assistant to the President and Deputy Director of Political Affairs. A native of Dawson Springs, Kentucky, Scott previously managed President Bush's campaign in New Mexico in 2004 and directed the political operations for Governor Ernie Fletcher's campaign in 2003, Senator Mitch McConnell's campaign in 2002, and President Bush's Kentucky effort in 2000. Scott has also been a spokesman and senior advisor to the Republican Party of Kentucky, as well as press secretary to Kentucky Senate President David L. Williams. Prior to entering politics in 2000, Scott was a broadcast journalist in Louisville, Kentucky, and won an award from the Associated Press for an investigative report on the plight of the homeless

From: Craig Daniel [REDACTED]
Sent: Tuesday, June 27, 2006 3:33 PM
To: Lauckhardt, Shelby L.
Subject: RE: Treasury Appointee Meeting Agenda

Sure, makes perfect sense. Thank you.

-----Original Message Follows-----
From: "Lauckhardt, Shelby L." <Shelby_L_Lauckhardt@who.eop.gov>
To: "Craig Daniel" [REDACTED]
Subject: RE: Treasury Appointee Meeting Agenda
Date: Tue, 27 Jun 2006 14:43:07 -0400

Hi Craig-

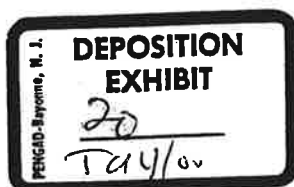
Sara said she will just do the slideshow by herself and that Scott can do the "how to get involved" department. Does that make sense? Thanks!

-----Original Message-----
From: Craig Daniel [REDACTED]
Sent: Tuesday, June 27, 2006 2:00 PM
To: Lauckhardt, Shelby L.; Boyer, Matthew W.; jwebster@gwb43.com
Cc: [REDACTED]
Subject: Treasury Appointee Meeting Agenda

Shelby/Matthew/Jocelyn,

Attached is our proposed agenda for tomorrow evening's Treasury appointee meeting. Please let me know if this will work for you, or if you need any more details as to what we're looking for. This format is similiar to their recent presentation to Chiefs of Staff & White House Liaisons.

Thank you.
Craig



From: Craig Daniel [REDACTED]
Sent: Tuesday, June 27, 2006 2:00 PM
To: Lauckhardt, Shelby L.; Boyer, Matthew W.; jwebster@gwb43.com
Cc: [REDACTED]
Subject: Treasury Appointee Meeting Agenda

Attachments: Appointee Meeting 06.28.06.doc



Appointee Meeting
06.28.06.doc...

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Thank you.
Craig

TREASURY APPOINTEE MEETING

Wednesday, June 28, 2006

6:00 – 7:00 PM

EEOB 450

Agenda

1. **Opening Remarks & Introductions (5 min)**
Chris Smith
2. **Broad View of Strategic Initiatives for Fall 2006 (5-10 min)**
Barry Jackson
3. **Political Affairs Slideshow on 2006 Races (remainder of hour, if needed)**
Sara Taylor & Scott Jennings
Note: Most Treasury appointees have not seen any version of this presentation, so it can be as extensive as necessary.
4. **How to Get Involved (5 min)**
Scott Jennings
5. **Closing Remarks**
Chris Smith