

NLWJC - Kagan

DPC - Box 006 - Folder 004

Cabinet Retreat - General

MEMO FOR DISTRIBUTION

BR

FROM: SYLVIA MATHEWS and JOHN PODESTA
RE: Cabinet Retreat Template
DATE: 6 January 1997

Please approach the cabinet retreat memos as a way to focus the discussion sessions, to concentrate on key priorities for the next four years, how they relate to the President's legacy, and how they relate to the thematic approach he has outlined in recent speeches.

In that context, your memo should answer five key questions.

1. What are the signature objectives the President and Vice President can achieve in your issue area?
2. Do they support the overall themes the President is trying to establish?
3. What are the hard choices, priorities and chance of success for the signature initiatives?
4. What other issues/problems do you foresee in the issue areas that will compete or cloud the potential achievements you are outlining?
5. Can the key objectives be achieved through executive action or the bully pulpit, or do they require legislative action? In the last case, what are the chances of success?

To answer these questions, please use the following format:

1. Style your memo as a memorandum to the President and the Vice President;
2. The memo should be three to five pages in length, excluding the 1997 timeline;
3. Background material should be no more than ten pages in length (charts and graphs excepted);
4. If possible, use the following outline:
 - I. Thematic overview
 - II. Key legacy objectives including a discussion of the hard choices and key priorities;
 - III. Discussion of whether objectives can be achieved through executive action or whether legislation is required and prospects for legislative enactment;
 - IV. A brief discussion or listing of other issues in the issue area which will compete with legacy priorities;
 - V. Timeline of events / proposed actions for 1997.

cc. Elena
Koch

WHITE HOUSE STAFFING MEMORANDUM

DATE: 01/03/97 ACTION/CONCURRENCE/COMMENT DUE BY: -----

SUBJECT: HIGGINS/MATHEWS/PODESTA MEMO RE CABINET RETREAT

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	McCURRY	<input type="checkbox"/>	<input type="checkbox"/>
PANETTA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	McGINTY	<input type="checkbox"/>	<input type="checkbox"/>
McLARTY	<input type="checkbox"/>	<input type="checkbox"/>	NASH	<input type="checkbox"/>	<input type="checkbox"/>
ICKES	<input type="checkbox"/>	<input type="checkbox"/>	QUINN	<input type="checkbox"/>	<input type="checkbox"/>
LIEBERMAN	<input type="checkbox"/>	<input type="checkbox"/>	RASCO	<input type="checkbox"/>	<input type="checkbox"/>
RAINES	<input type="checkbox"/>	<input type="checkbox"/>	REED	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BAER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	SOSNIK	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CURRY	<input type="checkbox"/>	<input type="checkbox"/>	STEPHANOPOULOS	<input type="checkbox"/>	<input type="checkbox"/>
EMANUEL	<input type="checkbox"/>	<input checked="" type="checkbox"/>	STIGLITZ	<input type="checkbox"/>	<input type="checkbox"/>
GIBBONS	<input type="checkbox"/>	<input type="checkbox"/>	STREETT	<input type="checkbox"/>	<input type="checkbox"/>
HALE	<input type="checkbox"/>	<input type="checkbox"/>	TYSON	<input type="checkbox"/>	<input type="checkbox"/>
HERMAN	<input type="checkbox"/>	<input type="checkbox"/>	HAWLEY	<input type="checkbox"/>	<input type="checkbox"/>
HIGGINS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	WILLIAMS	<input type="checkbox"/>	<input type="checkbox"/>
HILLEY	<input type="checkbox"/>	<input type="checkbox"/>	SPERLING	<input type="checkbox"/>	<input checked="" type="checkbox"/>
KLAIN	<input type="checkbox"/>	<input checked="" type="checkbox"/>	BERGER	<input type="checkbox"/>	<input checked="" type="checkbox"/>
LAKE	<input type="checkbox"/>	<input type="checkbox"/>	BOWLES	<input type="checkbox"/>	<input checked="" type="checkbox"/>
LINDSEY	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: The attached has been forwarded to the President.

RESPONSE:

January 3, 1997

MEMORANDUM FOR THE PRESIDENT AND THE VICE PRESIDENT

'97 JAN 3 PM 7:35

FROM KITTY HIGGINS, SYLVIA MATHEWS, AND JOHN PODESTA

*Smart
for all*

SUBJECT: **Cabinet Retreat**

This memo is to elaborate on the previous memo you received regarding your Cabinet retreat next weekend. The retreat offers an opportunity to gather members of your old and new team together for an off-site meeting devoted to thoughtful analysis of your second term.

Listed below are the three major goals of the retreat:

I. Second Term Priorities

This retreat will give you an opportunity to discuss with members of your Cabinet how set some of your most important priorities for the second term and where within some of those priorities you have the greatest opportunities. The discussions will also help chart the course for how to achieve these concrete objectives. Out of these meetings will hopefully come steps and timelines to further the policy process within the various Departments and agencies.

The attached memo lays out three core principles around which the priorities and objectives should revolve. Given the sessions will be structured along the lines of your economic conferences with speakers at the table and observers in the background. The sessions will open with short presentations by either a policy counsel head, a Cabinet member or a team consisting of both. There will be time allotted for your response and for open discussion.

II. Providing Vision to the Cabinet

A second important goal of the retreat is to provide the Cabinet with a sense of your vision for the second term and to guide the Secretaries in the running of Departments and the implementation of your priorities.

The attached three core principles, which you have articulated in many fora, provide a foundation for that vision. The challenge now is to relate those principles to concrete objectives so there is a common understanding of the priorities throughout the administration. In your remarks at dinner, we suggest you reiterate those guiding principles in order to frame the discussion.

Additionally, the Vice President will lead a session on "rules of the road" and REGO. This session will be for all participants and will focus on how we are no longer in an era of big government and how we must function with less money and more efficiency. The Vice President will also discuss, in the current context, the increasing importance of tools like the executive order.

III. Team Building

The third objective of the retreat is to bring together the current and former members of your Cabinet to build a sense of teamwork from the outset.

At the end of the day this meeting is part of thinking about your legacy. Historically, Presidential legacies have come in two forms: themes or principles that make a Presidential legacy e.g. a President is remembered for restoring faith in ourselves as a nation or specific actions or category of actions such as putting a man on the moon or reforming the U.S educational system. Hopefully this retreat will provide an opportunity to discuss both forms.

PRESIDENTIAL DECISION:

Do you want to cut out a session to shorten the retreat (please see attached agenda) ?

_____ YES _____ NO

If yes, which one? Please note on the annotated agenda

Attachments

Principles

Annotated Agenda

Operating Principles of the Clinton Presidency

Overall vision: Preparing America for the 21st Century

Three core objectives to meet vision (which connect our oldest values to our newest challenges)

1) Tools to succeed: To help provide all Americans (and families and communities) with the tools to make the most of their own lives and to mobilize them to take responsibility for fixing their own problems. (This means changing the relationship between our people and their government; government's role is neither to solve problems for people, nor to leave them alone to fend for themselves. It is to help provide opportunity for people who take responsibility for themselves.)

[Opportunity/Responsibility]

2) Faith in our ability to work together: To renew the confidence of the American people that we can come together as a community across the lines that divide us to solve our problems.[Community]

3) American engagement and leadership: Advancing America's role as the world's strongest force for peace, freedom and prosperity.

JAN 23 1997 19:33 EXEC. SEC. INFORMATION DEPT. THE WHITE HOUSE

PROPOSED ANNOTATED AGENDA FOR CABINET RETREAT

Wednesday, January 8

Evening

Briefing Book - You will receive a briefing book that will outline the presentations, list some of the difficult questions around each topic, and provide talking points for your response to the presentations. Cabinet members will receive an outline of the presentation without the detailed difficult questions and issues we face. While we feel that it is important to provide some paper ahead of time, we are concerned that distribution of detailed briefing papers to that many individuals may increase the potential for leaks.

Saturday, January 11

4:00 - 5:30pm National Security/American Engagement and Leadership

During this session Sandy Berger will provide a 10 minute overview of strategic objectives followed by short (5-minute) presentations by other National Security team members. The conversation will be framed around the previously state goals of our foreign policy:

- . building a democratic and united Europe
- . building a bridge to the Asia-Pacific region
- . confronting new security challenges
- . working for peaceful change around the world
- . maintaining our military strength
- . creating a new economic architecture

(The international economic piece will be discussed in the session led by Dan Tarullo following the national security session.)

5:45 - 6:45 New Economic Architecture/Advance America's Role as the World's Strongest Nation

In this session, Dan Tarullo will lead a discussion of international economic issues, including trade and related issues such as the environment.

NOTE: These two sessions are first so that we space the arrival of people and attempt to reduce the downtime of non-participants at Camp David.

7:00 - 7:30 Rules of the Road/REGO/Faith in Ourselves as a Nation Working Together

This will be a full Cabinet Meeting with a presentation by the Vice President. As mentioned above, the Vice President will talk about how government works in an era of reduced budgeting and a divided government. He will also touch on some basics of working together, such as the importance of working with Bob Nash and the personnel process.

7:45 - 9:15 Dinner

The dinner will include everyone and you will make brief remarks on your vision, your legacy, and your priorities.

Sunday, January 12

Tools to Succeed/Faith in ourselves as a Nation Working Together. The Sunday sessions are a mix of issues that support these two principles. For example, the balanced budget will hopefully help restore our nation's faith in government, but it is also the framework for providing the tools (e.g. investments) for the nation to succeed.

9:00 - 9:45 Breakfast

9:45 - 10:45 Church

11:00 - 12:30 Balanced Budget/Fiscal Responsibility

- Balanced Budget
- Entitlements

Gene Sperling and the economic team will lead this session on how to look at your long term objectives for fiscal responsibility, saving, and entitlements. It is not our expectation that we will decide policy issues, but this discussion will frame the policy process to come to decisions about how to proceed on the entitlement questions.

12:30 - 1:00 Lunch

1:00 - 2:30 Education

Bruce Reed and Gene Sperling will lead this session together with members of the domestic and economic teams. Greg Simon will assist with the part of this session on education and technology. Bruce and Gene plan to do a short presentation that will frame a discussion of four different areas in education: universal advanced education, modernizing our schools, school reform, and reading. Secretary Riley will participate in the presentation.

2:45 - 4:15 Underclass

Bruce Reed will lead this session with Gene Sperling that will include the topics of welfare and crime and drugs and focus on work. Like most of the topics, the underclass is broad ranging and encompasses many issues, but this discussion will attempt to focus on a few discrete pieces.

4:30 - 5:30 - Natural Resources and Technology

Katie McGinty and Greg Simon will each lead a 30 minute session on each of these topics.

5:45 - 6:15 - Families

This session is at the end because it is a broad cross-cutting approach to different issues. Bruce Reed, Gene Sperling, Elaine Kamarck, and Don Baer will work together on the presentation on this issue.

THE WHITE HOUSE
WASHINGTON

December 23, 1996

MEMORANDUM FOR THE PRESIDENT
THE VICE PRESIDENT

FROM: KITTY HIGGINS *Kitty*
SUBJECT: Cabinet Retreat

Several members of your Cabinet have asked for the opportunity to come together with you at the beginning of your second term to discuss the legacy of the Clinton-Gore Administration, establish priorities for the next four years and develop an agenda and strategy to achieve them as an Administration and in their own departments.

To achieve those goals we are proposing a day and a half retreat at Camp David for old and new Cabinet Secretaries. The purpose of the meeting is threefold:

- 1) To provide the Cabinet with your vision to guide the Secretaries in running their Departments and in implementing yours and the Departments' priorities.
- 2) To give you an opportunity to discuss how to approach some of your most important priorities. Out of this discussion will come next steps for policy and strategic decisions with time lines and outcomes.
- 3) To bring together the current and new members of your Cabinet to build a sense of team from the beginning.

For the retreat to succeed, it is essential that the principles of your second term be set forth. Don Baer has proposed three core principles (attachment A) that can frame the discussion in the working sessions. The agenda for the retreat (attachment B) will allow for in-depth discussion on several issues that hopefully will lead to consensus on the best approaches to achieving your major goals. Agencies will be assigned to the appropriate sessions (attachment C).

A limited number of topics can be covered during the retreat. Briefing materials will be provided to guide the sessions. The chair of the appropriate policy council (NSC, NEC, DPC, CEQ) will lead each meeting with presentations by new Cabinet Secretaries. The out-going Cabinet will participate in the discussion. There clearly are dozens of foreign and domestic issues that you will confront in your second term. While these issues are too numerous to build into the agenda, the background briefing materials will address them. By limiting the topics we hope to encourage a richer discussion on possible approaches to each issue. I welcome your comments and suggestions.

Principles

Overall Purpose: To prepare America for the 21st Century (by connecting our oldest values to our newest challenges)

Three Core Goals:

- 1) **Tools to Succeed:** To change the relationship between our people and their government. Government neither solves problems for our people, nor leaves them alone to fend for themselves. Instead, it helps all Americans (and families and communities) have the tools they need to make the most of their own lives and fix their own problems.
- 2) **Faith in Ourselves as a Nation Working Together:** To renew the confidence of the American people that we can again solve our most difficult problems when we work together.
- 3) **American Leadership:** Advancing America's role as the world's strongest force for peace, freedom, democracy, and prosperity.

Proposed Agenda for Cabinet Retreat

Saturday, January 11, 1997

Afternoon

- National Security (90 minutes)
- International Economics (60 minutes)
- Meeting with full Cabinet (90 minutes)

Erskine Bowles
President
Vice President

Objectives
Vision, Legacy, Priorities
Rules of the Road, REGO

Evening Dinner--All

Sunday, January 12, 1997

Morning Breakfast, Church

Late Morning and Afternoon

- Fiscal Responsibility (90 minutes)
 Health Care
 Balanced Budget
 Entitlements
- Education (90 minutes) ✓
- Underclass (90 minutes) ✓
 Welfare
 Crime, Drugs
- Natural Resources/Research and Technology (60 minutes)
- Families (30 minutes)

Agency Assignments

Saturday, January 11, 1997

National Security Council
 State
 Defense
 USUN
 CIA
 Treasury
 JCS
 Office of the Vice President

International Economics

Treasury
 State
 USTR
 Commerce
 USDA
 Labor
 Transportation
 CEA

Sunday, January 12, 1997

Fiscal Responsibility--Health Care/

Balanced Budget

Treasury
 Commerce
 Labor
 HHS
 USDA
 SBA
 OMB
 CEA
 VA
 SSA
 Transportation
 Energy
 EPA

Education

Education
 Labor
 Treasury
 Commerce
 HHS
 VA
 Justice

Underclass--Welfare/Crime and Drugs

HHS
 Labor
 HUD
 USDA
 Commerce
 Treasury
 SBA
 Justice
 ONDCP
 Transportation
 SSA
 Education

Natural Resources/Research and Technology

Energy
 EPA
 Interior
 CEQ
 USDA
 Transportation
 Treasury
 Commerce
 HHS
 VA
 Education

Families

All

Retreat meeting

Tomorrow - mtg w/ LP/EB 12:00

Say - Obj of session -

How ^{going} to achieve IT

1. Podesta - primary primary.
no staff

2. Cabinet - all 3 short

Papers by Tuesday, outlining central objective
in each area - big key things to achieve
pluses + minuses of pursuing each

lessen bus
we have to
know about

(but not
talk about)

both
terminus <

BR, me, RG, with
people - Tarplin, Kohfeld.

BR, me, RG, Dennis
crime / drugs
DOT / ONPCT

Call Reno
Melathrey > before weekend -
3 (+ Rahim)