

January 22, 1998

John --

I hesitate to bother you with this stuff today, but I thought I'd better fill you in. Deal with it when you can.

Katie has fairly major objections to my memo. She sent back three-pages of hand-written comments (see attached), the gist of which is: (1) policy side will continue to be headed by Katie, Gene and Jim and I should *not* chair a weekly working group meeting to track where we are and what we're doing on policy matters; (2) David Sandalow will run things on the diplomatic side; (3) the team leaders must be free to run their own areas and "phone home" when they see fit; (4) we need a more senior team leader on communications.

In essence, I think Katie would like me to be in charge of communications, outreach and congressional, provided that (1) I would not supervise or coordinate the policy or diplomatic side, and (2) lieutenants like Dirk (or by extension the people they informally report to, like Katie) would have pretty free rein.

I'm frankly not interested in that kind of role. The policy and diplomatic sides are key elements of what makes this interesting to me and I'm not eager to devote another year or more to doing outreach and communications. I'd rather do a combination of Staff Secretary work and new projects for you and Sylvia and Erskine.

The organizational options as I see them are either an arrangement of the kind I outline in my memo or an arrangement which would have lieutenants like Dirk and David feeding directly into a Steering Committee (Katie, Gene, Jim, me, etc.). You could still have John Deutch (or his moral equivalent) and Amory Lovins, working with Dirk, under Katie's (and Gene's) supervision. I could stay involved at the Steering Committee level, but just wouldn't have an operational role. I'm not arguing for this -- I think the best arrangement is the one outlined in my memo -- but it is an alternative.

I don't, by the way, begrudge Katie her views; climate change is a key environmental and vice presidential issue, and I can understand her not wanting to have a CEQ outsider play the role of overall C.O.O. It's just that I don't find the idea of a limited role appealing.

As you know, Katie is out of town because of an illness in her family. I believe she is expected back next week. Obviously, if you all decide that you prefer to follow the basic approach outlined in my memo, additional work will be required to get the necessary buy-in from Katie.


Todd