

House and the Executive Office of the President by some 350 people from its staffing at the end of the Bush administration, not counting, of course, OMB and the Trade Representative's Office, nor part of the Cabinet.

This reduction will be implemented in the next fiscal year—that is, the one that begins with the new budget—not at some distant date in the future. And these cuts will come at all levels of our operations. I should point out that this is one of the few times in this century that any President has actually shrunk the size of the White House staff.

In addition, we'll be cutting back on some of the perks that can too often delude public servants into thinking that the people work for them instead of the other way around. And the salaries of many top White House staff have been reduced also.

I take these steps not simply to save the taxpayers' money but also because I believe this smaller White House will actually work better and serve the American people better. We have begun a process of revitalization and reorganization that must consume our entire Government and not simply its most visible symbol here on Pennsylvania Avenue.

Over the past decade the best American businesses have had to reorder themselves and revitalize themselves. They've had to reduce layers of bureaucracy, give people on the front lines the freedom to innovate, and do more with less to better serve their customers. Well, the taxpayers of this country are our customers, and we intend to follow those methods of modernization to increase our services to them and to do it at an affordable cost so that this money can be put to more productive purposes.

Millions of dollars will be saved by this reorganization. But we will do more in the other Cabinet Departments, throughout the Government, and not just in this year but in the years ahead. Too often in recent years our Government has been on automatic pilot. People do things today just because that's the way they were done yesterday. It has grown to satisfy not only the needs of the people but its own needs. America has changed, but Washington hasn't. Now, as have so many businesses before, our Government must reform itself to regain the people's trust and

to be able to take the lead in the challenging decisions which lie ahead of us.

Now Mr. McLarty, my Chief of Staff, will explain the details of the reorganization.

NOTE: The President spoke at 11:34 a.m. in the Briefing Room at the White House.

Exchange With Reporters During a Meeting With Boy Scouts *February 9, 1993*

White House Staff Reduction

Q. Mr. President, are you going to share in the sacrifice, giving up perks?

Q. Mr. President, will you raise the corporate tax rate to 36 percent?

Q. Were you a Boy Scout, Mr. President?

The President. I gave up 350 staff members, a remarkable accomplishment. And Mr. McLarty answered the other question.

NOTE: The exchange began at 2:14 p.m. in the Oval Office at the White House.

Remarks at a Meeting With Cabinet Members *February 10, 1993*

The President. Ladies and gentlemen, I'm going to sign these Executive orders, and then I will go over to the microphone and make a statement about each one.

The first order requires by attrition a reduction in Federal positions of 100,000. The second order is a reduction in the administrative costs of the present Federal Government by 3 percent per year on average leading up to 5 percent in the 4th year of this 4-year term and abolishing several boards and commissions. The third order deals with the commissions.

These are memoranda to the Department heads. One deals with perks; one deals with Government vehicles; one deals with aircraft.

[At this point, the President signed the documents.]

Members of the Cabinet and staff, tonight I will be going to Michigan and the Vice President will be going to California to hold town meetings with American citizens to talk