

THE WHITE HOUSE  
WASHINGTON

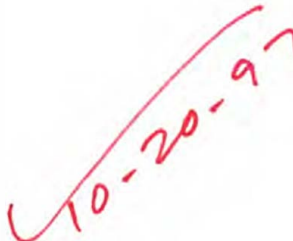
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14  
October 11, 1997INFORMATION

## MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL BERGER 

SUBJECT: Letter from Prime Minister Blair on Princess  
Diana Condolence Message



Attached is a letter from Tony Blair thanking you for your letter of condolence on Princess Diana's death and for the First Lady's presence at the funeral. A reply is not necessary.

Attachment

Tab A Incoming correspondence

cc: Vice President  
Chief of Staff



10 DOWNING STREET  
LONDON SW1A 2AA

THE PRIME MINISTER

16 September 1997

Dear Bill

Thank you for your letter of 31 August expressing your and Hillary's condolences on the tragic death of Diana, Princess of Wales. As you know, she won the hearts of people not only in Britain but all over the world. Her sympathy, her humanity and her work for the weak and the suffering in many countries were an inspiration. That is why her untimely death has brought such pain and grief to millions. I would like to thank you both, on behalf of the British people, for thinking of us at this sad moment in our history.

Hillary's presence at the funeral was much appreciated here. It was a clear demonstration of how much Diana was loved outside Britain, and in the US in particular. Cherie and I were grateful for her kind and comforting words afterwards.

Yours ever  
Tony

The President of the United States of America

VP

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Yours ever  
Tony

The President of the United States of America



THE WHITE HOUSE

WASHINGTON

October 16, 1997

THE PRESIDENT HAS SEEN  
10-20-97

✓ 10-20-97

MEMORANDUM FOR THE PRESIDENT

FROM: PHIL CAPLAN *Phil*

SUBJECT: Line item veto recommendation for H.R. 2203 -- The Energy and Water Appropriations Act for FY '98

The attached memo from Frank Raines presents a recommendation for use of your line item veto on the above bill. The recommendation involves: (i) nine items totaling \$21.8 million and (ii) that your written statement announcing the veto include a policy statement about your concern over the growing outyear gap between water projects Congress is funding and what was agreed to in the balanced budget agreement. *Ersine concurs in the recommendation.*

Congress added about \$817 million for 423 projects not in your budget request, most being water projects within the Army Corps of Engineers or the Bureau of Reclamation. OMB applied objective criteria both to water and energy projects in order to arrive at a recommendation.

**6 Corps Water Projects:** Criteria focused on unrequested new construction starts that were more properly local responsibilities and that had primarily recreational benefits, such as deepening a lake for use by pleasure boats. Criteria also included any project the Corps had determined were uneconomic in a cost-benefit analysis. OMB believes the criteria is conservative and that more projects might eventually fit the criteria, but there is not yet analytic evidence to support the claim, or the project is likely a Federal responsibility. Furthermore, OMB is very concerned that the amount of new projects (with large out-year costs) mandated by Congress, coupled with limited budgetary resources, will result in significant delay and inefficiency on existing projects.

**1 Bureau of Reclamation Water Project:** Cancellation of federal support of research on copper mining technology, which should have been completed two years ago. Such support would be an corporate subsidy for an Arizona mining company for a project with no Federal interest.

**2 Energy Projects:** Criteria included projects unrelated to DOE's mission or were not subjected to the normal peer-reviewed selection process. In addition, both projects represent corporate subsidies to companies that have adequate resources (3M and Westinghouse).

☐ Approve recommendation and authorize execution of veto message and transmittal to Congress with attachments and authorize statement on funding gap

☐ Approve as amended

☒ Disapprove

☐ Discuss

2



THE DIRECTOR

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

October 16, 1997

10-20-97

MEMORANDUM FOR THE PRESIDENT

FROM: Franklin D. Raines   
SUBJECT: Cancellation of Projects in the Energy and Water Appropriations Act --  
DECISION

This memorandum discusses and makes two recommendations, one on using your Line Item Veto authority to cancel projects in the FY 1998 Energy and Water Appropriations Act, and a second recommendation that you issue a policy statement on the growing outyear liabilities associated with water projects. You signed this bill into law on October 13. The last day under the Line Item Veto Act to cancel items in this bill is Saturday, October 18.

**Background**

The FY 1998 Energy and Water Appropriations Act provides \$20.7 billion in discretionary budget authority -- \$1.9 billion (8.4 percent) below your request and \$0.8 billion above the FY 1997 level. Most of this funding reduction is due to Congress' decision not to provide up-front funding for future years for Atomic Energy Defense and nuclear waste cleanup-related capital projects in the Department of Energy (DOE). The Conference Report on H.R. 2003 passed the House by a vote of 404 to 17 and the Senate by a vote of 99 to zero. The bill funds most of the top priority projects in your request, although a few programs of Administration interest did not receive funding at the level you requested (e.g., renewable energy programs in DOE, the Next Generation Internet initiative, and the Tennessee Valley Authority).

More significantly, the Congress added about \$817 million for 423 projects not in your request, most being water projects funded within the Army Corps of Engineers (Corps) or the Bureau of Reclamation (Bureau). Many of these projects carry significant outyear costs that, combined with existing project commitments, cannot be met within our projected future funding levels for the Corps or the Bureau under the Bipartisan Budget Agreement. The announcement of items to be canceled in this bill is much anticipated since it is considered largely a local interest bill.

**Process**

OMB staff, working with Corps, Bureau, and DOE officials, developed lists of unrequested projects or budget add-ons to the Administration's request for ongoing projects contained in this bill. From these comprehensive lists, we jointly developed categories of projects based on policy criteria that differentiated them in meaningful ways. One set of criteria was used for water projects, and another set of criteria was developed for DOE projects.



**Water Projects:** For water projects, we focused on those unrequested new construction starts that were more properly local responsibilities and that had primarily or exclusively recreational benefits, such as deepening a channel or lake for use by pleasure boats. We also focused on any water project that the Corps had officially determined through a completed report to be uneconomic, that is, its benefits were analyzed to be less than its costs. The Assistant Secretary of the Army and the Director of Civil Works have verified that the fact sheets they provided OMB on these projects are accurate.

The above set of criteria are, we believe, quite conservative. There are probably many more of these unrequested projects that the Corps might eventually decide are uneconomic or that are more appropriately funded by other agencies, such as wastewater treatment projects. However, we have not recommended them for cancellation either because we do not yet have sufficient analytic evidence or because it is hard to argue that the project is not a Federal responsibility.

On a more general level, we are very concerned about the long-term cost of all of the unrequested Corps projects and believe that this is an appropriate time to announce to Congress our intent to work with them to address this increasingly unacceptable situation. Congress adds more new water projects each year with significant outyear liabilities. One example is "shore protection" projects that involve as much as 50-year commitments by the Corps to replenish lost sand on shores to ensure their continued recreational use. Such commitments can run into hundreds of millions of dollars. While we included a very limited number of new projects in your FY 1998 budget, they met cost-benefit standards, are consistent with the Corps' traditional mission (e.g., flood control, navigation), and their costs could be accommodated within the Bipartisan Budget Agreement.

As the number of new projects grows while budgetary resources remain constrained, the only solution available to the Corps is to reduce work on existing unfinished projects. This means delays in completing projects, delays that add significantly to their total costs and inefficiency of project construction. Currently projects are delayed by an average of two years, and these additional Congressional new starts will increase that to three years or more. Because of the increasing gap between resource availability and the resource needs of projects under construction, we believe there is a need for a serious discussion of this problem between the Executive and Legislative branches. The attached chart prepared by the Corps details this gap.

**Bureau Project:** We are recommending cancellation of one Bureau project. The recommended candidate includes Federal support of research on copper mining technology, which should have been completed two years ago. There is no longer a Federal interest to fund this project, and its continuation would be an unwarranted corporate subsidy.

**Energy Projects:** Among DOE projects, we are recommending two candidates for cancellation that either are unrelated to the agency's mission or are inconsistent with normal project and peer review selection processes. In addition, both of the recommended items represent corporate subsidies to major U.S. companies that have both the incentive and the resources to invest in these endeavors.

### **Recommendation 1**

We recommend that you cancel the 9 projects determined by the Corps, DOE, the Bureau, and OMB to have insufficient Federal policy merits. See Attachment for list.

Agree \_\_\_\_\_

Let's Discuss \_\_\_\_\_

### **Recommendation 2**

We recommend that you issue a policy statement, at the same time the cancellations are announced, on your intention to work with Congress to address the growing outyear liabilities and extended delays in completing on-going projects because of continual adding of new projects.

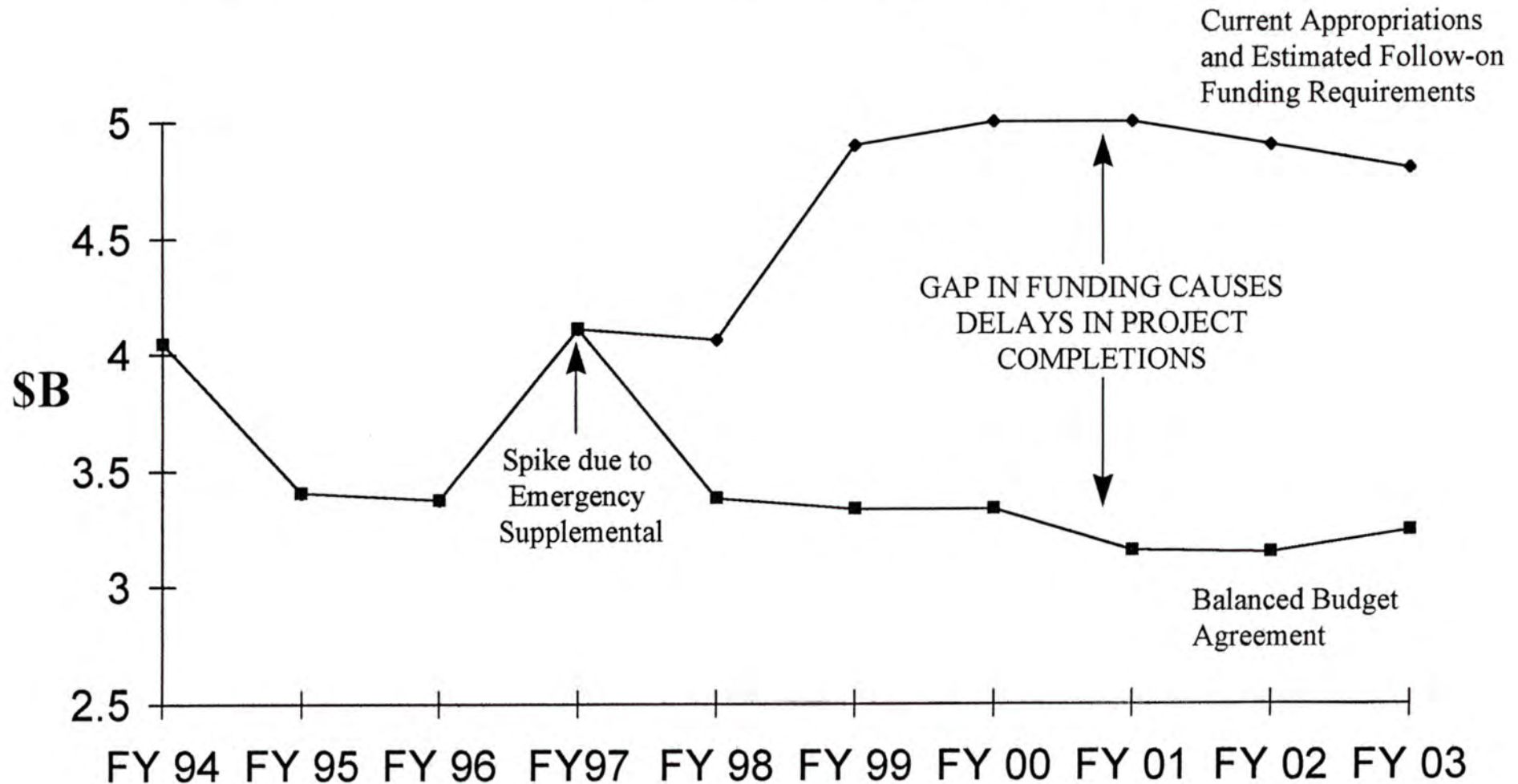
Agree \_\_\_\_\_

Let's Discuss \_\_\_\_\_

Attachment



# DEPARTMENT OF THE ARMY CORPS OF ENGINEERS - CIVIL WORKS FY 99 BUDGET CEILINGS VS. REQUIREMENTS





**Unrequested Items in the FY 1998 Energy and Water Appropriations Bill**  
**Recommended for Line-Item Veto**  
(in thousands of dollars)

| Project                                                       | Senate<br>Allocation | House<br>Allocation | Conference<br>Allocation | Additional<br>Federal Cost<br>After 1998 | Policy Issues                                                                                               | House District      | Senators                   |
|---------------------------------------------------------------|----------------------|---------------------|--------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------|----------------------------|
| <b>Army Corps of Engineers</b>                                |                      |                     |                          |                                          |                                                                                                             |                     |                            |
| 1 Lake George, Hobart, IN                                     | 0                    | 3,500               | 3,500                    | 0                                        | Recreation                                                                                                  | 1-Visclosky         | Lugar/Coats                |
| 2 Chena River at Fairbanks, AK                                | 0                    | 0                   | 800                      | 0                                        | Dredging of recreation channel/No Corps report                                                              | AL-Young            | Stevens/Murkowski          |
| 3 Allegheny River (Kittanning River Front Park), PA           | 0                    | 6,000               | 6,000                    | 0                                        | Recreation/No Corps report                                                                                  | 12-Murtha           | Specter/Santorum           |
| 4 Sardis Lake (Shady Cove Marina), Yazoo Basin, MS            | 0                    | 1,900               | 1,900                    | 0                                        | Dredging of recreation marina/No Corps report                                                               | 1-Wicker, 4-Parker  | Lott/Cochran               |
| 5 Neabsco Creek, VA                                           | 0                    | 800                 | 800                      | 325                                      | Uneconomic flood control                                                                                    | 11-Davis            | Warner/Robb                |
| 6 Wolf Creek, Lake Cumberland, Solid Waste Cleanup, KY        | 0                    | 2,500               | 2,500                    | 0                                        | River and trash debris removal/No Corps Report (longstanding problem, unrelated to recent floods)           | 5-Rogers            | Ford, McConnell            |
| <b>TOTAL CORPS OF ENGINEERS</b>                               | <b>0</b>             | <b>14,700</b>       | <b>15,500</b>            | <b>325</b>                               |                                                                                                             |                     |                            |
| <b>Bureau of Reclamation (Interior)</b>                       |                      |                     |                          |                                          |                                                                                                             |                     |                            |
| 7 In Situ Copper Mining Research Demonstration Project, AZ    | 1,300                | 1,700               | 1,300                    | n/a                                      | Completed Federal role                                                                                      | 6-Hayworth, 5-Kolbe | McCain, Kyl                |
| <b>TOTAL BUREAU OF RECLAMATION</b>                            | <b>1,300</b>         | <b>1,700</b>        | <b>1,300</b>             | <b>n/a</b>                               |                                                                                                             |                     |                            |
| <b>Department of Energy</b>                                   |                      |                     |                          |                                          |                                                                                                             |                     |                            |
| 8 DOE to pay NRC licensing fee for a nuclear waste canister   | 4,000                | 0                   | 4,000                    | 0                                        | NRC fees are user fees intended to be paid by companies -- corporate subsidy; inconsistent with DOE mission | Various             | Sponsored by Domenici (NM) |
| 9 3M development of stronger core for high-voltage cables, MN | 0                    | 0                   | 1,000                    | 14,000                                   | No peer reviews; no need for corporate subsidy of research on product that is close to commercialization    | 5-Sabo & others     | Wellstone, Grams           |
| <b>TOTAL DEPARTMENT OF ENERGY</b>                             | <b>4,000</b>         | <b>0</b>            | <b>5,000</b>             | <b>14,000</b>                            |                                                                                                             |                     |                            |



File

THE WHITE HOUSE  
WASHINGTON

October 30, 1997

MR. PRESIDENT:

Harris Wofford, Director of the Corporation for National Service, has sent you two memos. The first seeks your approval on a strategy of moving forward with reauthorization of AmeriCorps this year. The second seeks your approval of a plan by Sen. Wofford to reinstate the "Daily Points of Light" award. Sen. Wofford has apparently already had extensive conversations with President Bush about this plan.

At my request, Bruce Reed has summarized the memos and presented you with recommendations; the underlying memos from Wofford follow Bruce's cover note.

There is no disagreement on the reauthorization issue -- your advisors agree that we should move forward this year. On the "Points of Light" award, Bruce presents a recommendation different than Harris' proposal. While none of your advisor's are thrilled about reinstating these awards, they agree that Bruce's suggestion makes the most sense. Resumption of the awards could be announced at your visit to the Bush Library next week.

*Please see Bruce's memo for details.*

Phil Caplan

Phil

7111

THE WHITE HOUSE  
WASHINGTON

October 30, 1997

MR. PRESIDENT:

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Phil Caplan



239833

'97 OCT 24 AM 11:33

THE WHITE HOUSE  
WASHINGTON

October 24, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*  
CC: Steve Silverman  
SUBJECT: Harris Wofford Memos

Harris Wofford has written you two memos. The first recommends that you make reauthorization of AmeriCorps a high priority. The second recommends that you reinstate President Bush's "Daily Points of Light" awards. A discussion of each memo, along with my recommendations, follows.

I. Recommendation on Harris's Reauthorization Memo

Harris Wofford wrote you on October 3 urging that we make reauthorization of AmeriCorps a high priority. He argues that we should send the Corporation's reauthorization proposal to the Hill before adjournment this year, with the goal of getting AmeriCorps reauthorized by the first anniversary of the Presidents' service summit next April. AmeriCorps has never been reauthorized and is now operating without any authorization. Harris argues that we must seek to establish firmly AmeriCorps' existence, preferably beyond the end of your term, and that this is the best time to do it.

The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that ~~is coming to you for signature~~ included funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.

*you signed this week*



One option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

## II. Recommendation on Harris's Points of Light Memo

Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

One factor complicating the decision is that Harris has had extensive conversations with the Points of Light Foundation and with President Bush himself on this proposal. Apparently Harris has made it clear that he favors this idea and that the decision rests with the White House. Harris indicates that President Bush will be deeply disappointed if we decide not to resume the awards.

One other timing issue is that you are scheduled to attend the dedication of President Bush's library on November 6. If we decide to reinstate this program, that event would be an opportunity to announce it, especially given the former President's attachment to the Points of Light program.

### Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
- President Bush very much wants the Administration to do this. He will be very disappointed if we do not, and he will see it as the White House's decision because of Harris's conversations with him.

### Arguments Against:

- The benefits of resuming the awards are minimal. Our efforts to reach out to the volunteer sector at the Philadelphia summit were so successful that it is not clear what this would add. In addition, some would react negatively to such a decision, since the original Points of Light program was derided by many as an empty gesture.
- Although theoretically we could assign responsibility for vetting the award winners to the Points of Light Foundation and the Corporation for National Service, from a practical

standpoint we would probably still feel the need to do a legal and/or political check on award winners. The daily responsibility of selecting and vetting winners will be time-consuming for White House staff, and not worth the effort.

Options:

- #1 Resume the awards as Wofford proposes.
- #2 Decline to resume the awards.
- #3 Recommended Option: Reestablish these awards as the “Daily Points of Light” awards, rather than the “Presidents’ Daily Points of Light” awards, to be administered by the Points of Light Foundation and the Corporation, with no formal connection to the President or the White House.

Harris believes that this plan would be acceptable to former President Bush as long as we do not appear to be distancing ourselves from the awards. To that end, he suggests we announce this at the dedication of the Bush library, and advise former President Bush in advance of our action. He also suggests that we invite a group of the first winners to the White House during National Volunteer Week in April, along with former President Bush, and that we use inclusive language in talking about the awards, such as “We join former President Bush in congratulating the winners.” Such actions seem like a reasonable compromise on this issue.

\_\_\_ Option #1

\_\_\_ Option #2

\_\_\_ Option #3 (recommended)

\_\_\_ Discuss

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/24 ACTION/CONCURRENCE/COMMENT DUE BY: 10/27SUBJECT: DPC Recommendation on 2 prior Harris Wofford memos

|                                       | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|---------------------------------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT                        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES                                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY                               | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| RAINES <i>10/27 comments attached</i> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL                            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER                                | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE                             | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| EMANUEL                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| GIBBONS                               | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY                                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA                                | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| KLAIN                                 | <input type="checkbox"/>            | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS                                 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY                               | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL                              | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |
|                                       |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (Underlying memos in my office if you want to see)

RESPONSE:



## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/24 ACTION/CONCURRENCE/COMMENT DUE BY: 10/27SUBJECT: DPC Recommendation on 2 prior Harris Wofford memos

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| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input type="checkbox"/>            |
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| HILLEY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| KLAIN          | <input type="checkbox"/>            | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (Underlying memos in my office if you want to see)

RESPONSE:

THE WHITE HOUSE  
WASHINGTON

'97 OCT 24 AM 11:33

October 24, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*  
CC: Steve Silverman  
SUBJECT: Harris Wofford Memos

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The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that is coming to you for signature includes funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.



One option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

## II. Recommendation on Harris's Points of Light Memo

Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

One factor complicating the decision is that Harris has had extensive conversations with the Points of Light Foundation and with President Bush himself on this proposal. Apparently Harris has made it clear that he favors this idea and that the decision rests with the White House. Harris indicates that President Bush will be deeply disappointed if we decide not to resume the awards.

One other timing issue is that you are scheduled to attend the dedication of President Bush's library on November 6. If we decide to reinstate this program, that event would be an opportunity to announce it, especially given the former President's attachment to the Points of Light program.

### Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
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Options:

- #1 Resume the awards as Wofford proposes.
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\_\_\_ Option #1

\_\_\_ Option #2

\_\_\_ Option #3 (recommended)

\_\_\_ Discuss

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/24 ACTION/CONCURRENCE/COMMENT DUE BY: 10/27SUBJECT: DPC Recommendation on 2 prior Harris Wofford memos

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| KLAIN          | <input type="checkbox"/>            | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (Underlying memos in my office if you want to see)

RESPONSE:

THE WHITE HOUSE  
WASHINGTON

'97 OCT 24 AM 11:33

October 24, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED *BR*  
CC: Steve Silverman  
SUBJECT: Harris Wofford Memos

Harris Wofford has written you two memos. The first recommends that you make reauthorization of AmeriCorps a high priority. The second recommends that you reinstate President Bush's "Daily Points of Light" awards. A discussion of each memo, along with my recommendations, follows.

I. Recommendation on Harris's Reauthorization Memo

Harris Wofford wrote you on October 3 urging that we make reauthorization of AmeriCorps a high priority. He argues that we should send the Corporation's reauthorization proposal to the Hill before adjournment this year, with the goal of getting AmeriCorps reauthorized by the first anniversary of the Presidents' service summit next April. AmeriCorps has never been reauthorized and is now operating without any authorization. Harris argues that we must seek to establish firmly AmeriCorps' existence, preferably beyond the end of your term, and that this is the best time to do it.

The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that is coming to you for signature includes funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.



One option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

## II. Recommendation on Harris's Points of Light Memo

Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

One factor complicating the decision is that Harris has had extensive conversations with the Points of Light Foundation and with President Bush himself on this proposal. Apparently Harris has made it clear that he favors this idea and that the decision rests with the White House. Harris indicates that President Bush will be deeply disappointed if we decide not to resume the awards.

One other timing issue is that you are scheduled to attend the dedication of President Bush's library on November 6. If we decide to reinstate this program, that event would be an opportunity to announce it, especially given the former President's attachment to the Points of Light program.

### Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
- President Bush very much wants the Administration to do this. He will be very disappointed if we do not, and he will see it as the White House's decision because of Harris's conversations with him.

### Arguments Against:

- The benefits of resuming the awards are minimal. Our efforts to reach out to the volunteer sector at the Philadelphia summit were so successful that it is not clear what this would add. In addition, some would react negatively to such a decision, since the original Points of Light program was derided by many as an empty gesture.
- Although theoretically we could assign responsibility for vetting the award winners to the Points of Light Foundation and the Corporation for National Service, from a practical

standpoint we would probably still feel the need to do a legal and/or political check on award winners. The daily responsibility of selecting and vetting winners will be time-consuming for White House staff, and not worth the effort.

Options:

- #1 Resume the awards as Wofford proposes.
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- #3 Recommended Option: Reestablish these awards as the “Daily Points of Light” awards, rather than the “Presidents’ Daily Points of Light” awards, to be administered by the Points of Light Foundation and the Corporation, with no formal connection to the President or the White House.

Harris believes that this plan would be acceptable to former President Bush as long as we do not appear to be distancing ourselves from the awards. To that end, he suggests we announce this at the dedication of the Bush library, and advise former President Bush in advance of our action. He also suggests that we invite a group of the first winners to the White House during National Volunteer Week in April, along with former President Bush, and that we use inclusive language in talking about the awards, such as “We join former President Bush in congratulating the winners.” Such actions seem like a reasonable compromise on this issue.

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\_\_\_ Option #2

\_\_\_ Option #3 (recommended)

\_\_\_ Discuss

Document No. \_\_\_\_\_

'97 OCT 27 PM 6:20

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/24 ACTION/CONCURRENCE/COMMENT DUE BY: 10/27SUBJECT: DPC Recommendation on 2 prior Harris Wofford memos

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
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| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

## REMARKS:

Please advise. (Underlying memos in my office if you want to see)

## RESPONSE:

10/27

Fax to: 62215

Staff Secretary  
Ext. 6-2702



## OMB Comments re DPC Recommendations on Harris Woffords Memos

### Recommendation on Harris' reauthorization memo

We agree with the recommendation to wait and launch reauthorization after the appropriation's battle is complete.

If the awards are resumed and administered by the Points of Light Foundation and the Corporation for National and Community Service, the Corporation's already limited administrative funds will be stretched even further.

x 66244

► **Diana Fortuna**  
09/09/97 08:06:53 PM  
.....

Record Type: Record

To: Sean P. Maloney/WHO/EOP  
cc:  
Subject: Daily points of light award

----- Forwarded by Diana Fortuna/OPD/EOP on 09/09/97 08:06 PM -----

► **Diana Fortuna**  
09/03/97 06:46:28 PM  
.....

Record Type: Record

To: Phillip Caplan/WHO/EOP  
cc:  
Subject: Daily points of light award

Here's a rough draft on Harris Wofford's request to reinstate the Daily Point of Light award. Can you let me know what form it should be in? -- I assume a decision memorandum. Other comments? And then we need to show it to Steve Silverman, Ann Lewis, and Dawn Chirwa, among others. I haven't shown this to Bruce yet, since I wanted your sense of how to edit it first. Bruce doesn't care what decision we make here; he just wants us to settle it so Harris won't send another letter (which Harris definitely will at some point).



pol.wpd



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#### Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did.
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One possible compromise would be to agree to reestablish these awards as the "Daily Points of Light" awards, with no connection to the President or the White House. It is not clear how President Bush would react to such a plan.



**Diana Fortuna**

09/03/97 06:46:28 PM

.....

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cc:

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**Diana Fortuna**

07/10/97 12:54:34 PM

.....

Record Type:    Record

To:            Phillip Caplan/WHO/EOP

cc:

Subject: points of light vetting

Steve Silverman mentions that we should have Dawn Chirwa of counsel's office look at Harris's proposal as well, from a legal standpoint. I assume you've circulated to them?

Also, Steve is wondering about options like not doing it daily, or having it not be called the Presidents' award, but instead the Corporation's and the Points of Light Foundation's -- but both of these downgrade ideas could look kind of tacky, too.



**Diana Fortuna**

08/15/97 05:33:04 PM

.....

Record Type:    Record

To:        Phillip Caplan/WHO/EOP  
cc:        Katherine Hubbard/WHO/EOP  
Subject:   Daily Points of Light idea

Sadly, I have still not finished my draft memo on Harris Wofford's idea for reinstituting the Daily Points of Light, and I am about to leave on a week's vacation. We do have to do a memo on this, because Harris will keep raising it and writing memos, although I am pretty sure he will not send the President another memo in the next few weeks. Also, it does appear that former President Bush is very enthusiastic about this idea, and Harris has made it quite clear to him that the decision on this now rests with us.

However, the major missing element in my draft memo is the answer to the following question: if we agreed to do this, and let the Corporation and the Points of Light foundation essentially run the selection process, how involved will we still want to be in the vetting of winners. I'm not sure if this is a counsel question (Dawn Chirwa) or a political one. If we are willing to let them do all the vetting, then there's not much of a burden on us. But I can't quite believe that we would.

Anyway, the point of this memo is to ask you to forward Harris's original memo on this to Dawn/counsel's office, if you think this is a counsel's office question, so that she can look at it while I'm gone, and then we can get it done more quickly.

*Harris Wofford has written you two memos with regard to AmeriCorps. re: first, which dated October 3*

MEMORANDUM TO THE PRESIDENT

FROM: Bruce Reed

CC: Steve Silverman

SUBJECT: Harris Wofford's Proposal to Resume Points of Light Awards

Background: Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' [plural] Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

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Recommendation on Harris's Reauthorization Memo:

Harris Wofford also wrote you on October 3 urging that we make reauthorization of AmeriCorps a high priority. He argues that we should send the Corporation's reauthorization proposal to the Hill before adjournment this year, with the goal of getting AmeriCorps reauthorized by the first anniversary of the Presidents' service summit next April. AmeriCorps has never been reauthorized and is now operating without any authorization. Harris argues that we must seek to firmly establish AmeriCorps' existence, preferably beyond the end of your term, and that this is the best time to do it.

The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that is coming to you for signature includes funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.

As the memo to you on Presidents' service summit follow-up suggests, one option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.



CARL AND DRAFT

October 2x, 1997

MEMORANDUM TO THE PRESIDENT

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CC: Steve Silverman  
SUBJECT: Harris Wofford memos

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As the memo to you on Presidents' service summit follow-up suggests [which you received last week], one option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

\_\_\_ Approve high-profile reauthorization    \_\_\_ Disapprove    \_\_\_ Discuss



## II. "Daily Points of Light" Award

Background: Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' [plural] Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

One factor complicating the decision is that Harris has had extensive conversations with the Points of Light Foundation and with President Bush himself on this proposal. Apparently Harris has made it clear that he favors this idea and that the decision rests with the White House. Harris indicates that President Bush will be deeply disappointed if we decide not to resume the awards.

One other timing issue is that you are scheduled to attend the dedication of President Bush's library on November 6. If we decide to reinstate this program, that event would be an opportunity to announce it, especially given the former President's attachment to the Points of Light program.

### Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
- President Bush very much wants the Administration to do this. He will be very disappointed if we do not, and he will see it as the White House's decision because of Harris' conversations with him.

### Arguments Against:

- The benefits of resuming the awards are minimal. Our efforts to reach out to the volunteer sector at the Philadelphia summit were so successful that it is not clear what this would add. In addition, some would react negatively to such a decision, since the original Points of Light program was derided by many as an empty gesture.
- The daily responsibility of selecting and vetting winners will be time-consuming for White House staff, and not worth the effort. Although theoretically we could assign responsibility for vetting the award winners to the Points of Light Foundation and the Corporation for National Service, from a practical standpoint we would probably still feel the need to do a legal and/or political check on award winners.

### Options:

- #1 Resume the awards as Wofford proposes.

#2 Decline to resume the awards.

#3 Recommended Option: Reestablish these awards as the "Daily Points of Light" awards, rather than the "Presidents' Daily Points of Light" awards, to be administered by the Points of Light Foundation and the Corporation, with no formal connection to the President or the White House.

Harris believes that this plan would be acceptable to former President Bush as long as we do not appear to be distancing ourselves from the awards. To that end, he suggests we announce this at the dedication of the Bush library, and advise former President Bush in advance of our action. He also suggests that we invite a group of the first winners to the White House during National Volunteer Week in April, along with former President Bush, and that we use inclusive language in talking about the awards, such as "We join former President Bush in congratulating the winners." Such actions seem like a reasonable compromise on this issue.

~~Agree with Option #3~~

~~Disapprove~~

~~Discuss~~

Option 1

Option 2

Option 3

Discuss —



October 2x, 1997

MEMORANDUM TO THE PRESIDENT

FROM: Bruce Reed

CC: Steve Silverman

SUBJECT: Harris Wofford memos

Harris Wofford has written you two memos. The first recommends that you make reauthorization of AmeriCorps a high priority. The second recommends that you reinstate President Bush's "Daily Points of Light" awards. A discussion of each memo, along with my recommendations, follows.

I. Recommendation on Harris's Reauthorization Memo:

Harris Wofford wrote you on October 3 urging that we make reauthorization of AmeriCorps a high priority. He argues that we should send the Corporation's reauthorization proposal to the Hill before adjournment this year, with the goal of getting AmeriCorps reauthorized by the first anniversary of the Presidents' service summit next April. AmeriCorps has never been reauthorized and is now operating without any authorization. Harris argues that we must seek to firmly establish AmeriCorps' existence, preferably beyond the end of your term, and that this is the best time to do it.

The Corporation has made strides, particularly since the service summit, in getting Congress to support or at least not attack AmeriCorps. This year, for the first time, Congress did not launch an effort to eliminate the core AmeriCorps programs during the appropriations process, and it appears we will secure funding at last year's levels plus an increment for America Reads, although a smaller one than we requested.

We recommend that we launch the reauthorization in a high-profile way as Harris requests, but wait until the final phase of this year's appropriations battle is complete. The VA-HUD appropriations bill that is coming to you for signature includes funding for core AmeriCorps programs as well as \$25 million for America Reads. However, we are still fighting to get more funds for AmeriCorps' portion of America Reads as part of the Labor-HHS appropriations bill, and we believe it would be prudent to wait until this is resolved. It is possible that Labor-HHS will not be settled until just before recess, which would frustrate Harris's goal of sending this proposal to the Hill prior to adjournment. Nevertheless it would be prudent to wait.

As the memo to you on Presidents' service summit follow-up suggests [which you received last week], one option is to launch the reauthorization in a radio address right before Thanksgiving, which would come just before Powell's summit update on November 25.

\_\_\_\_ Approve high-profile reauthorization      \_\_\_\_ Disapprove      \_\_\_\_ Discuss



Background: Harris Wofford has written to urge that you resume former President Bush's "Daily Points of Light" awards. He proposes to rename the awards the "Presidents' [plural] Points of Light," with you and President Bush as co-sponsors. Rather than having the White House take responsibility for selecting and vetting the winners on a daily basis, as was the case under President Bush, Harris proposes that the Points of Light Foundation and the Corporation for National Service take on this responsibility. The Knights of Columbus have agreed to fund the costs of this program for one year.

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Arguments For:

- Reinstating the awards is an easy way to keep the issue of service and volunteerism before the public on a daily basis. It would continue to repair the rift between the AmeriCorps concept of service and the more traditional volunteer sector, just as the Philadelphia summit did. Also, AmeriCorps members would be eligible for the awards.
- President Bush very much wants the Administration to do this. He will be very disappointed if we do not, and he will see it as the White House's decision because of Harris' conversations with him.

Arguments Against:

- The benefits of resuming the awards are minimal. Our efforts to reach out to the volunteer sector at the Philadelphia summit were so successful that it is not clear what this would add. In addition, some would react negatively to such a decision, since the original Points of Light program was derided by many as an empty gesture. *Bush identical*
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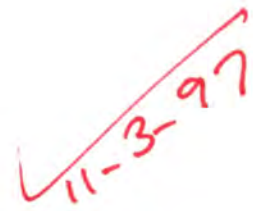
- ☐ Option #1
- ☐ Option #2
- ☐ Option #3 (recommended)
- ☐ Discuss



October 3, 1997

MEMORANDUM TO THE PRESIDENT

From:  Harris Wofford   
 Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go



Two years have passed since you tapped me to lead the Corporation for National Service. It's time to report what we have achieved and to propose next steps. As you asked, we've worked hard to gain greater support for AmeriCorps, and these efforts have won new allies and reduced the political acrimony about the program. A sign of this progress is the action this week by the House-Senate conference committee on the VA-HUD appropriation. They restored the cut in AmeriCorps made by the House and increased last year's funding by \$25 million, the first increase in three years. Now we need to capitalize on this progress and make the reauthorization and strengthening of AmeriCorps and the Corporation's other two major programs -- the Senior Corps and Learn and Serve America -- a high Administration priority.

After you've had the chance to read this memorandum, I hope that we can spend a few minutes together to chart our future course, beginning soon with an all-out effort to persuade Congress to reauthorize the Corporation.

\* \* \*

Your charge to me was to build greater political support for AmeriCorps, strengthen AmeriCorps, and bring AmeriCorps into the mainstream of American life. That required developing real bipartisan support and establishing close working relationships with the great non-profit and service organizations of the country. We have made tremendous strides in these areas. Let me highlight our progress -- resisting the temptation to tell you everything we have done -- and then focus on the future.

The lack of controversy and rancor over funding of AmeriCorps in the soon-to-be-completed appropriations process shows AmeriCorps' greater acceptance. Through much work with Republican Members of Congress, we have made real inroads in demonstrating how AmeriCorps and the other key programs of the Corporation are a crucial part of a strategy to address the nation's educational and social challenges. As a result, support among Republicans inside and outside of Congress has expanded. Even among those who have not come all the way to supporting AmeriCorps, we have taken the edge off their opposition. They recognize that AmeriCorps will continue and that hundreds -- indeed thousands -- of organizations around the country approve. The loud



foes of AmeriCorps have been significantly marginalized. Moreover, we are on the road to important breakthroughs that will bring AmeriCorps and the Corporation to a new level of true bipartisan and nonpartisan support. While AmeriCorps is continually winning new allies, we have also built strong new bases of support for the Corporation through our work with students and seniors. With your good help, we are in the forefront of a growing effort to make service-learning an integral part of American education at all levels, and to make citizen service a reality for Americans of all ages and backgrounds.

In building support for AmeriCorps, I have been especially cultivating the so-called "Compassionate Conservatives" and those in the civic renewal movement. Though conservative, these leaders believe that government must find effective ways to help poor and disadvantaged citizens. As you know, these conservatives want churches, other faith-based institutions and non-profit organizations -- instead of the government -- to lead the effort to address our nation's problems. They want government to support these independent civic forces. Therein lies a great opportunity for AmeriCorps.

One story illustrates this. Earlier this year Rep. John Kasich visited the Rheedlin Center in New York, an AmeriCorps grantee that works in Harlem schools to create safe havens for children, tutor, and teach conflict resolution, among other activities. Kasich spent two hours there and was overwhelmingly impressed with what the director, Geoff Canada, and his team of more than fifty young people are accomplishing. Unaware that this is an AmeriCorps site, at the end of his visit Kasich said to Canada, "Dammit, this is exactly what AmeriCorps should be doing!" To which Canada replied, "Almost all the people you've seen here this morning are AmeriCorps members. This is AmeriCorps!" Based on this incident -- reported to me by both Geoff Canada and Kasich -- I have struck up a very constructive, continuing conversation with Kasich. He says he is rethinking his position on AmeriCorps and believes there is common ground for mutual support.

I've also developed a strong relationship with Dan Coats, a co-chair with Kasich of the Congressional civic renewal alliance. Coats will become President of Big Brothers/ Big Sisters when he retires from the Senate next year. As he has seen AmeriCorps provide key assistance to Big Brothers/Big Sisters, he has discovered that AmeriCorps can play a valuable and constructive role. At the Big Brothers/Big Sisters national board meeting, after I put the challenge to them for a major Summit commitment, Coats moved a resolution committing the organization to double its numbers and add service as an integral part of the young participants' experience.

A key part of our strategy to build support for AmeriCorps has been to reach out to and collaborate with mainstream non-profit organizations. The Presidents' Summit was -- and continues to be -- the largest of our opportunities to do this and it has already borne much fruit. Our national service networks are taking the lead in many of the state and local summits, and forging closer relationships with the many Governors and Mayors who are engaged in the post-Summit campaign to achieve the five Summit goals for youth. Through these efforts, the National Service State Commissions, our Corporation state offices, and AmeriCorps grantees have taken a leadership role in their communities



and states, and have established strong, new bonds with leading non-profits and private sector sponsors. The partnership that you and President Bush and General Powell showed in Philadelphia is being replicated in cities, counties and states across the country. And in one place after another, this partnership is working to the benefit of AmeriCorps and our other programs.

Other partnerships of great significance include the National Service Scholars Program for outstanding high school student volunteers, which you initiated in your commencement talk at Penn State in the spring of 1996. It has drawn enthusiastic support around the country and from such valuable national allies as the Kiwanis, Rotary International and Lions Clubs, the Miss America Foundation, the Chamber of Commerce and the Veterans of Foreign Wars. This past spring, we gave the first 1,700 high school service scholarships. Next year we plan to expand to at least 10,000 high schools, and then to all 25,000 high schools in the country. These service scholarships are also a potential feeder system for AmeriCorps recruiting.

Similarly, our "education award only" program, to which you gave a great boost at the Summit, has taken hold even more quickly than we expected. Under this approach, which we call the AmeriCorps Challenge Scholarship, the AmeriCorps member receives from the Corporation only the education award -- \$4,725 for a year of full-time service. Living allowances and other costs are borne almost entirely by the host non-profit organization or from other private sector sources. The response to your Summit call for 50,000 such national service awards by the year 2000, has been enthusiastic. After the latest round of grants, we expect to have more than 15,000 new AmeriCorps participants in this program this year. Our largest partners in this endeavor so far are the National Council of Churches and the Boys and Girls Clubs. As you know, Sen. Grassley, who had been one of our chief critics, is particularly supportive of these AmeriCorps Challenge Scholarships and is delighted by our progress.

The most important source of our growing public support is the work of the members themselves. Whether it is tutoring school children for "America Reads" or disaster assistance in flooded communities, the reality of our motto -- Getting Things Done -- is setting in. In City Year and Habitat for Humanity, the American Red Cross and Teach for America, our AmeriCorps members are proving their value. That's why Millard Fuller, the Founder-President of Habitat for Humanity (once an AmeriCorps skeptic), recently wrote the following to Speaker Gingrich:

*"I am writing you to affirm and emphasize the importance and value of national service. It is through partnerships with AmeriCorps, VISTA and other national service programs that [we] maximize Habitat's resources and expand its productivity, while helping recruit, train and supervise volunteers of all ages. To date, approximately 470 AmeriCorps members and additional national service participants through Learn and Serve America and the*

*Retired Senior Volunteer Program (RSVP) are serving in over 50 Habitat for Humanity affiliates. Again, national service is of great value in not only helping to eliminate sub-standard housing, but in transforming lives of participants in their various endeavors.”*

Millard Fuller’s praise for AmeriCorps is typical of the response by growing numbers of organizations that have the benefit of AmeriCorps members.

When one puts together the overall reduction of political tensions, your resolve in insisting on continued support for AmeriCorps, and the increased understanding of AmeriCorps’ true potential for helping to solve seemingly intractable problems, it is clear that the prospects are good for establishing AmeriCorps as a non-partisan institution in which Americans take pride.

#### The Road From Here – Seeking Reauthorization for AmeriCorps

Now is the moment to capitalize on this progress. We must secure AmeriCorps’ future and expand the reach of national service by – first of all – getting Congress to reauthorize AmeriCorps and the Corporation for National Service. This will not be easy but if you make this a personal priority, I believe we can win the reauthorization that will assure that AmeriCorps lives long into the future.

The authorization for AmeriCorps and the Corporation for National Service expired last year. We are now operating under a de facto extension through annual appropriations. We have worked with the Office of Management and Budget to complete draft reauthorization legislation. In short, we need the reauthorization and the bill is ready to go.

Our case for reauthorization rests on three key points:

- (1) The Corporation and AmeriCorps are accomplishing the objectives set out in the original legislation;
- (2) We have listened to the critics and been responsive to their concerns; and
- (3) We have been creative in finding ways to extend the opportunities to serve and the rewards for service through innovations such as the AmeriCorps Challenge Scholarships and the high school service scholarship program.



In addition to generally reauthorizing our programs and instituting minor programmatic improvements, the highlights of the draft bill are:

- to devolve more authority and provide greater flexibility to States and local communities in implementing national service programs;
- to streamline the delivery system, further reducing costs and improving efficiency;
- to foster greater coordination among national and community service programs; and
- to modify and improve programs based on the experience developed over the last several years.

The bill also repeals various redundant or obsolete authorities, and makes a number of technical revisions to the existing statutes.

Getting a bill passed will be particularly difficult in the House where Rep. Goodling has jurisdiction and is not friendly to AmeriCorps. Still, our key supporters in Congress -- including Senators Jeffords and Kennedy and Representative Shays -- see a real opportunity for success. Each emphasizes that the outcome will depend in significant measure on the strength with which the Administration presses for reauthorization.

Proposing legislation inevitably carries some risk -- of failure or of damaging amendments. These considerations led us to not seek a reauthorization bill in 1996. But the climate is significantly more favorable at this point. In addition to counsel from our allies on the Hill, I have spoken with Bruce Reed, Al From and Eli Segal, among others. Acknowledging the difficulties and dangers, each agrees that we should be bold and confident in sending Congress a reauthorization bill and in asking for Congressional action. This approach also has the strong support of our Board of Directors.

Our success in this undertaking will depend in large part on the tone we strike and approach we take. The Corporation programs are clearly in the mainstream of the national movement to promote service, a movement to which you have contributed so much. They are in line with the national, state and local efforts to achieve the goals of the Presidents' Summit. AmeriCorps is a valuable addition to the American tradition of community and citizen action.

The timing of the reauthorization effort is also important. Given the election results, AmeriCorps successes and the positive consensus around the Summit, we may never have a better time to make reauthorization a top priority. Yet time is already short

for a reauthorization in this Congress. But if you make reauthorization a real priority and press forward with an aggressive campaign we can still succeed.

The strategy I propose has three phases in quick succession.

- First, you would launch reauthorization legislation before Congress adjourns this fall.
- Second, in the roughly three months (November, December and January) of Congressional inactivity we would press the case for reauthorization. We would ask Sen. Jeffords and others to conduct hearings on the bill during the lengthy recess. Our national partners in the national service movement will add their voices in support for reauthorization. In addition, we would propose one major Presidential event to demonstrate the case for reauthorization. We would also propose your involvement in making a major effort on the Martin Luther King Jr. Birthday - National Day of Service in January.
- Third, upon Congress's return early next year, we would press a Congressional strategy -- starting with a strong statement and request for reauthorization in the State of the Union address.

Our target is to win the reauthorization by the first anniversary of the Presidents' Summit in late April.

I look forward to discussing this with you in the near future and leave you with one thought. People say that getting a first reauthorization is like winning a first re-election: it is the hardest to accomplish but if you succeed you are well-established. I didn't succeed myself at this in the Senate; but I believe that with your strong support we can and will win reauthorization for AmeriCorps and the Corporation for National Service.

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/6 ACTION/CONCURRENCE/COMMENT DUE BY: 10/7SUBJECT: Wofford memo on AmeriCorps Reauthorization

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input type="checkbox"/>            | <input type="checkbox"/>            |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| KLAIN          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Portner</u>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (note recommendations on last page)

RESPONSE:



October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford   
Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go

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Millard Fuller’s praise for AmeriCorps is typical of the response by growing numbers of organizations that have the benefit of AmeriCorps members.

When one puts together the overall reduction of political tensions, your resolve in insisting on continued support for AmeriCorps, and the increased understanding of AmeriCorps’ true potential for helping to solve seemingly intractable problems, it is clear that the prospects are good for establishing AmeriCorps as a non-partisan institution in which Americans take pride.

#### The Road From Here – Seeking Reauthorization for AmeriCorps

Now is the moment to capitalize on this progress. We must secure AmeriCorps’ future and expand the reach of national service by – first of all – getting Congress to reauthorize AmeriCorps and the Corporation for National Service. This will not be easy but if you make this a personal priority, I believe we can win the reauthorization that will assure that AmeriCorps lives long into the future.

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- (2) We have listened to the critics and been responsive to their concerns; and
- (3) We have been creative in finding ways to extend the opportunities to serve and the rewards for service through innovations such as the AmeriCorps Challenge Scholarships and the high school service scholarship program.

In addition to generally reauthorizing our programs and instituting minor programmatic improvements, the highlights of the draft bill are:

- to devolve more authority and provide greater flexibility to States and local communities in implementing national service programs;
- to streamline the delivery system, further reducing costs and improving efficiency;
- to foster greater coordination among national and community service programs; and
- to modify and improve programs based on the experience developed over the last several years.

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Our success in this undertaking will depend in large part on the tone we strike and approach we take. The Corporation programs are clearly in the mainstream of the national movement to promote service, a movement to which you have contributed so much. They are in line with the national, state and local efforts to achieve the goals of the Presidents' Summit. AmeriCorps is a valuable addition to the American tradition of community and citizen action.

The timing of the reauthorization effort is also important. Given the election results, AmeriCorps successes and the positive consensus around the Summit, we may never have a better time to make reauthorization a top priority. Yet time is already short

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Our target is to win the reauthorization by the first anniversary of the Presidents' Summit in late April.

I look forward to discussing this with you in the near future and leave you with one thought. People say that getting a first reauthorization is like winning a first re-election: it is the hardest to accomplish but if you succeed you are well-established. I didn't succeed myself at this in the Senate; but I believe that with your strong support we can and will win reauthorization for AmeriCorps and the Corporation for National Service.



## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/6 ACTION/CONCURRENCE/COMMENT DUE BY: 10/7SUBJECT: Wofford memo on AmeriCorps Reauthorization

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
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| MARSHALL       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (note recommendations on last page)

RESPONSE:

October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford   
Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go

Two years have passed since you tapped me to lead the Corporation for National Service. It's time to report what we have achieved and to propose next steps. As you asked, we've worked hard to gain greater support for AmeriCorps, and these efforts have won new allies and reduced the political acrimony about the program. A sign of this progress is the action this week by the House-Senate conference committee on the VA-HUD appropriation. They restored the cut in AmeriCorps made by the House and increased last year's funding by \$25 million, the first increase in three years. Now we need to capitalize on this progress and make the reauthorization and strengthening of AmeriCorps and the Corporation's other two major programs -- the Senior Corps and Learn and Serve America -- a high Administration priority.

After you've had the chance to read this memorandum, I hope that we can spend a few minutes together to chart our future course, beginning soon with an all-out effort to persuade Congress to reauthorize the Corporation.

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Your charge to me was to build greater political support for AmeriCorps, strengthen AmeriCorps, and bring AmeriCorps into the mainstream of American life. That required developing real bipartisan support and establishing close working relationships with the great non-profit and service organizations of the country. We have made tremendous strides in these areas. Let me highlight our progress -- resisting the temptation to tell you everything we have done -- and then focus on the future.

The lack of controversy and rancor over funding of AmeriCorps in the soon-to-be-completed appropriations process shows AmeriCorps' greater acceptance. Through much work with Republican Members of Congress, we have made real inroads in demonstrating how AmeriCorps and the other key programs of the Corporation are a crucial part of a strategy to address the nation's educational and social challenges. As a result, support among Republicans inside and outside of Congress has expanded. Even among those who have not come all the way to supporting AmeriCorps, we have taken the edge off their opposition. They recognize that AmeriCorps will continue and that hundreds -- indeed thousands -- of organizations around the country approve. The loud



foes of AmeriCorps have been significantly marginalized. Moreover, we are on the road to important breakthroughs that will bring AmeriCorps and the Corporation to a new level of true bipartisan and nonpartisan support. While AmeriCorps is continually winning new allies, we have also built strong new bases of support for the Corporation through our work with students and seniors. With your good help, we are in the forefront of a growing effort to make service-learning an integral part of American education at all levels, and to make citizen service a reality for Americans of all ages and backgrounds.

In building support for AmeriCorps, I have been especially cultivating the so-called "Compassionate Conservatives" and those in the civic renewal movement. Though conservative, these leaders believe that government must find effective ways to help poor and disadvantaged citizens. As you know, these conservatives want churches, other faith-based institutions and non-profit organizations -- instead of the government -- to lead the effort to address our nation's problems. They want government to support these independent civic forces. Therein lies a great opportunity for AmeriCorps.

One story illustrates this. Earlier this year Rep. John Kasich visited the Rheedlin Center in New York, an AmeriCorps grantee that works in Harlem schools to create safe havens for children, tutor, and teach conflict resolution, among other activities. Kasich spent two hours there and was overwhelmingly impressed with what the director, Geoff Canada, and his team of more than fifty young people are accomplishing. Unaware that this is an AmeriCorps site, at the end of his visit Kasich said to Canada, "Dammit, this is exactly what AmeriCorps should be doing!" To which Canada replied, "Almost all the people you've seen here this morning are AmeriCorps members. This is AmeriCorps!" Based on this incident -- reported to me by both Geoff Canada and Kasich -- I have struck up a very constructive, continuing conversation with Kasich. He says he is rethinking his position on AmeriCorps and believes there is common ground for mutual support.

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Other partnerships of great significance include the National Service Scholars Program for outstanding high school student volunteers, which you initiated in your commencement talk at Penn State in the spring of 1996. It has drawn enthusiastic support around the country and from such valuable national allies as the Kiwanis, Rotary International and Lions Clubs, the Miss America Foundation, the Chamber of Commerce and the Veterans of Foreign Wars. This past spring, we gave the first 1,700 high school service scholarships. Next year we plan to expand to at least 10,000 high schools, and then to all 25,000 high schools in the country. These service scholarships are also a potential feeder system for AmeriCorps recruiting.

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| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
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#### The Road From Here – Seeking Reauthorization for AmeriCorps

Now is the moment to capitalize on this progress. We must secure AmeriCorps’ future and expand the reach of national service by – first of all – getting Congress to reauthorize AmeriCorps and the Corporation for National Service. This will not be easy but if you make this a personal priority, I believe we can win the reauthorization that will assure that AmeriCorps lives long into the future.

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- (3) We have been creative in finding ways to extend the opportunities to serve and the rewards for service through innovations such as the AmeriCorps Challenge Scholarships and the high school service scholarship program.



In addition to generally reauthorizing our programs and instituting minor programmatic improvements, the highlights of the draft bill are:

- to devolve more authority and provide greater flexibility to States and local communities in implementing national service programs;
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Our success in this undertaking will depend in large part on the tone we strike and approach we take. The Corporation programs are clearly in the mainstream of the national movement to promote service, a movement to which you have contributed so much. They are in line with the national, state and local efforts to achieve the goals of the Presidents' Summit. AmeriCorps is a valuable addition to the American tradition of community and citizen action.

The timing of the reauthorization effort is also important. Given the election results, AmeriCorps successes and the positive consensus around the Summit, we may never have a better time to make reauthorization a top priority. Yet time is already short

for a reauthorization in this Congress. But if you make reauthorization a real priority and press forward with an aggressive campaign we can still succeed.

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Our target is to win the reauthorization by the first anniversary of the Presidents' Summit in late April.

I look forward to discussing this with you in the near future and leave you with one thought. People say that getting a first reauthorization is like winning a first re-election: it is the hardest to accomplish but if you succeed you are well-established. I didn't succeed myself at this in the Senate; but I believe that with your strong support we can and will win reauthorization for AmeriCorps and the Corporation for National Service.

'97 OCT 6 PM 10:07

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/6 ACTION/CONCURRENCE/COMMENT DUE BY: 10/7SUBJECT: Wofford memo on AmeriCorps Reauthorization

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL     | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input type="checkbox"/>            | <input type="checkbox"/>            |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
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| KLAIN          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Porter</u>    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

## REMARKS:

*Please advise (note recommendations on last page)*

## RESPONSE:

November/December are not options for event.  
 We are not ready to commit to doing this  
 January. Need to wait until other  
 events (i.e., SOTU) have been set.

 Staff Secretary  
 Ext. 6-2702



October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford   
Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go

Two years have passed since you tapped me to lead the Corporation for National Service. It's time to report what we have achieved and to propose next steps. As you asked, we've worked hard to gain greater support for AmeriCorps, and these efforts have won new allies and reduced the political acrimony about the program. A sign of this progress is the action this week by the House-Senate conference committee on the VA-HUD appropriation. They restored the cut in AmeriCorps made by the House and increased last year's funding by \$25 million, the first increase in three years. Now we need to capitalize on this progress and make the reauthorization and strengthening of AmeriCorps and the Corporation's other two major programs -- the Senior Corps and Learn and Serve America -- a high Administration priority.

After you've had the chance to read this memorandum, I hope that we can spend a few minutes together to chart our future course, beginning soon with an all-out effort to persuade Congress to reauthorize the Corporation.

\* \* \*

Your charge to me was to build greater political support for AmeriCorps, strengthen AmeriCorps, and bring AmeriCorps into the mainstream of American life. That required developing real bipartisan support and establishing close working relationships with the great non-profit and service organizations of the country. We have made tremendous strides in these areas. Let me highlight our progress -- resisting the temptation to tell you everything we have done -- and then focus on the future.

The lack of controversy and rancor over funding of AmeriCorps in the soon-to-be-completed appropriations process shows AmeriCorps' greater acceptance. Through much work with Republican Members of Congress, we have made real inroads in demonstrating how AmeriCorps and the other key programs of the Corporation are a crucial part of a strategy to address the nation's educational and social challenges. As a result, support among Republicans inside and outside of Congress has expanded. Even among those who have not come all the way to supporting AmeriCorps, we have taken the edge off their opposition. They recognize that AmeriCorps will continue and that hundreds -- indeed thousands -- of organizations around the country approve. The loud



foes of AmeriCorps have been significantly marginalized. Moreover, we are on the road to important breakthroughs that will bring AmeriCorps and the Corporation to a new level of true bipartisan and nonpartisan support. While AmeriCorps is continually winning new allies, we have also built strong new bases of support for the Corporation through our work with students and seniors. With your good help, we are in the forefront of a growing effort to make service-learning an integral part of American education at all levels, and to make citizen service a reality for Americans of all ages and backgrounds.

In building support for AmeriCorps, I have been especially cultivating the so-called "Compassionate Conservatives" and those in the civic renewal movement. Though conservative, these leaders believe that government must find effective ways to help poor and disadvantaged citizens. As you know, these conservatives want churches, other faith-based institutions and non-profit organizations -- instead of the government -- to lead the effort to address our nation's problems. They want government to support these independent civic forces. Therein lies a great opportunity for AmeriCorps.

One story illustrates this. Earlier this year Rep. John Kasich visited the Rheedlin Center in New York, an AmeriCorps grantee that works in Harlem schools to create safe havens for children, tutor, and teach conflict resolution, among other activities. Kasich spent two hours there and was overwhelmingly impressed with what the director, Geoff Canada, and his team of more than fifty young people are accomplishing. Unaware that this is an AmeriCorps site, at the end of his visit Kasich said to Canada, "Dammit, this is exactly what AmeriCorps should be doing!" To which Canada replied, "Almost all the people you've seen here this morning are AmeriCorps members. This is AmeriCorps!" Based on this incident -- reported to me by both Geoff Canada and Kasich -- I have struck up a very constructive, continuing conversation with Kasich. He says he is rethinking his position on AmeriCorps and believes there is common ground for mutual support.

I've also developed a strong relationship with Dan Coats, a co-chair with Kasich of the Congressional civic renewal alliance. Coats will become President of Big Brothers/ Big Sisters when he retires from the Senate next year. As he has seen AmeriCorps provide key assistance to Big Brothers/Big Sisters, he has discovered that AmeriCorps can play a valuable and constructive role. At the Big Brothers/Big Sisters national board meeting, after I put the challenge to them for a major Summit commitment, Coats moved a resolution committing the organization to double its numbers and add service as an integral part of the young participants' experience.

A key part of our strategy to build support for AmeriCorps has been to reach out to and collaborate with mainstream non-profit organizations. The Presidents' Summit was -- and continues to be -- the largest of our opportunities to do this and it has already borne much fruit. Our national service networks are taking the lead in many of the state and local summits, and forging closer relationships with the many Governors and Mayors who are engaged in the post-Summit campaign to achieve the five Summit goals for youth. Through these efforts, the National Service State Commissions, our Corporation state offices, and AmeriCorps grantees have taken a leadership role in their communities



and states, and have established strong, new bonds with leading non-profits and private sector sponsors. The partnership that you and President Bush and General Powell showed in Philadelphia is being replicated in cities, counties and states across the country. And in one place after another, this partnership is working to the benefit of AmeriCorps and our other programs.

Other partnerships of great significance include the National Service Scholars Program for outstanding high school student volunteers, which you initiated in your commencement talk at Penn State in the spring of 1996. It has drawn enthusiastic support around the country and from such valuable national allies as the Kiwanis, Rotary International and Lions Clubs, the Miss America Foundation, the Chamber of Commerce and the Veterans of Foreign Wars. This past spring, we gave the first 1,700 high school service scholarships. Next year we plan to expand to at least 10,000 high schools, and then to all 25,000 high schools in the country. These service scholarships are also a potential feeder system for AmeriCorps recruiting.

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DATE: 10/6ACTION/CONCURRENCE/COMMENT DUE BY: 10/7SUBJECT: Wofford memo on AmeriCorps Reauthorization

'97 OCT 7 PM 12:56

|                | ACTION                              | FYI                      |                  | ACTION                              | FYI                                 |
|----------------|-------------------------------------|--------------------------|------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD             | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF             | <input type="checkbox"/>            | <input type="checkbox"/>            |
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| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING         | <input type="checkbox"/>            | <input type="checkbox"/>            |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT          | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN          | <input type="checkbox"/>            | <input type="checkbox"/>            |
| KLAIN          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN           | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA           | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Portuna</u>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL       | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
|                |                                     |                          |                  | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (note recommendations on last page)

RESPONSE:



October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford *Harris*  
Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go

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*Specific report -  
I suggest you  
address status  
of Board and  
progress/plans for  
activating and  
skilling them up  
it's in reauthorization.  
What about  
and how  
I staffing  
also.  
Mickey  
Ibarra  
(IGA)*



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and states, and have established strong, new bonds with leading non-profits and private sector sponsors. The partnership that you and President Bush and General Powell showed in Philadelphia is being replicated in cities, counties and states across the country. And in one place after another, this partnership is working to the benefit of AmeriCorps and our other programs.

Other partnerships of great significance include the National Service Scholars Program for outstanding high school student volunteers, which you initiated in your commencement talk at Penn State in the spring of 1996. It has drawn enthusiastic support around the country and from such valuable national allies as the Kiwanis, Rotary International and Lions Clubs, the Miss America Foundation, the Chamber of Commerce and the Veterans of Foreign Wars. This past spring, we gave the first 1,700 high school service scholarships. Next year we plan to expand to at least 10,000 high schools, and then to all 25,000 high schools in the country. These service scholarships are also a potential feeder system for AmeriCorps recruiting.

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The most important source of our growing public support is the work of the members themselves. Whether it is tutoring school children for "America Reads" or disaster assistance in flooded communities, the reality of our motto -- Getting Things Done -- is setting in. In City Year and Habitat for Humanity, the American Red Cross and Teach for America, our AmeriCorps members are proving their value. That's why Millard Fuller, the Founder-President of Habitat for Humanity (once an AmeriCorps skeptic), recently wrote the following to Speaker Gingrich:

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Millard Fuller’s praise for AmeriCorps is typical of the response by growing numbers of organizations that have the benefit of AmeriCorps members.

When one puts together the overall reduction of political tensions, your resolve in insisting on continued support for AmeriCorps, and the increased understanding of AmeriCorps’ true potential for helping to solve seemingly intractable problems, it is clear that the prospects are good for establishing AmeriCorps as a non-partisan institution in which Americans take pride.

#### The Road From Here – Seeking Reauthorization for AmeriCorps

Now is the moment to capitalize on this progress. We must secure AmeriCorps’ future and expand the reach of national service by – first of all – getting Congress to reauthorize AmeriCorps and the Corporation for National Service. This will not be easy but if you make this a personal priority, I believe we can win the reauthorization that will assure that AmeriCorps lives long into the future.

The authorization for AmeriCorps and the Corporation for National Service expired last year. We are now operating under a de facto extension through annual appropriations. We have worked with the Office of Management and Budget to complete draft reauthorization legislation. In short, we need the reauthorization and the bill is ready to go.

Our case for reauthorization rests on three key points:

- (1) The Corporation and AmeriCorps are accomplishing the objectives set out in the original legislation;
- (2) We have listened to the critics and been responsive to their concerns; and
- (3) We have been creative in finding ways to extend the opportunities to serve and the rewards for service through innovations such as the AmeriCorps Challenge Scholarships and the high school service scholarship program.



In addition to generally reauthorizing our programs and instituting minor programmatic improvements, the highlights of the draft bill are:

- to devolve more authority and provide greater flexibility to States and local communities in implementing national service programs;
- to streamline the delivery system, further reducing costs and improving efficiency;
- to foster greater coordination among national and community service programs; and
- to modify and improve programs based on the experience developed over the last several years.

The bill also repeals various redundant or obsolete authorities, and makes a number of technical revisions to the existing statutes.

Getting a bill passed will be particularly difficult in the House where Rep. Goodling has jurisdiction and is not friendly to AmeriCorps. Still, our key supporters in Congress -- including Senators Jeffords and Kennedy and Representative Shays -- see a real opportunity for success. Each emphasizes that the outcome will depend in significant measure on the strength with which the Administration presses for reauthorization.

✓ Proposing legislation inevitably carries some risk -- of failure or of damaging amendments. These considerations led us to not seek a reauthorization bill in 1996. But the climate is significantly more favorable at this point. In addition to counsel from our allies on the Hill, I have spoken with Bruce Reed, Al From and Eli Segal, among others. Acknowledging the difficulties and dangers, each agrees that we should be bold and confident in sending Congress a reauthorization bill and in asking for Congressional action. This approach also has the strong support of our Board of Directors.

Our success in this undertaking will depend in large part on the tone we strike and approach we take. The Corporation programs are clearly in the mainstream of the national movement to promote service, a movement to which you have contributed so much. They are in line with the national, state and local efforts to achieve the goals of the Presidents' Summit. AmeriCorps is a valuable addition to the American tradition of community and citizen action.

The timing of the reauthorization effort is also important. Given the election results, AmeriCorps successes and the positive consensus around the Summit, we may never have a better time to make reauthorization a top priority. Yet time is already short

for a reauthorization in this Congress. But if you make reauthorization a real priority and press forward with an aggressive campaign we can still succeed.

The strategy I propose has three phases in quick succession.

- First, you would launch reauthorization legislation before Congress adjourns this fall.
- Second, in the roughly three months (November, December and January) of Congressional inactivity we would press the case for reauthorization. We would ask Sen. Jeffords and others to conduct hearings on the bill during the lengthy recess. Our national partners in the national service movement will add their voices in support for reauthorization. In addition, we would propose one major Presidential event to demonstrate the case for reauthorization. We would also propose your involvement in making a major effort on the Martin Luther King Jr. Birthday - National Day of Service in January.
- Third, upon Congress's return early next year, we would press a Congressional strategy -- starting with a strong statement and request for reauthorization in the State of the Union address.

Our target is to win the reauthorization by the first anniversary of the Presidents' Summit in late April.

I look forward to discussing this with you in the near future and leave you with one thought. People say that getting a first reauthorization is like winning a first re-election: it is the hardest to accomplish but if you succeed you are well-established. I didn't succeed myself at this in the Senate; but I believe that with your strong support we can and will win reauthorization for AmeriCorps and the Corporation for National Service.



Back from  
Jval

Circulate

update on  
Americorps and  
National Service  
Programs ]

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/6 ACTION/CONCURRENCE/COMMENT DUE BY: 10/7SUBJECT: Wofford memo on AmeriCorps Reauthorization

|                                     | ACTION                              | FYI                      |                                           | ACTION                              | FYI                                 |
|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------------|-------------------------------------|-------------------------------------|
| VICE PRESIDENT                      | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY                                   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| BOWLES                              | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY                                   | <input type="checkbox"/>            | <input type="checkbox"/>            |
| McLARTY                             | <input type="checkbox"/>            | <input type="checkbox"/> | NASH                                      | <input type="checkbox"/>            | <input type="checkbox"/>            |
| PODESTA                             | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD                                      | <input type="checkbox"/>            | <input type="checkbox"/>            |
| MATHEWS                             | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED                                      | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| RAINES                              | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF                                      | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BLUMENTHAL                          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH                                     | <input type="checkbox"/>            | <input type="checkbox"/>            |
| BERGER                              | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK                                    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| ECHAVESTE                           | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SPERLING                                  | <input type="checkbox"/>            | <input type="checkbox"/>            |
| EMANUEL                             | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT <sup>10/6</sup> comments attached | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| GIBBONS                             | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO                                   | <input type="checkbox"/>            | <input type="checkbox"/>            |
| HILLEY                              | <input checked="" type="checkbox"/> | <input type="checkbox"/> | VERVEER                                   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| IBARRA <sup>comments/attached</sup> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | WALDMAN                                   | <input type="checkbox"/>            | <input type="checkbox"/>            |
| KLAIN                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN                                    | <input type="checkbox"/>            | <input type="checkbox"/>            |
| LEWIS                               | <input checked="" type="checkbox"/> | <input type="checkbox"/> | BEGALA                                    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| LINDSEY                             | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Portner</u>                            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| MARSHALL                            | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u>                          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
|                                     |                                     |                          |                                           | <input type="checkbox"/>            | <input type="checkbox"/>            |

REMARKS:

Please advise (note recommendations on last page)

RESPONSE:



October 3, 1997

MEMORANDUM TO THE PRESIDENT

From: Harris Wofford   
Subject: AmeriCorps and National Service -- What We've Done and Where We Need to Go

Two years have passed since you tapped me to lead the Corporation for National Service. It's time to report what we have achieved and to propose next steps. As you asked, we've worked hard to gain greater support for AmeriCorps, and these efforts have won new allies and reduced the political acrimony about the program. A sign of this progress is the action this week by the House-Senate conference committee on the VA-HUD appropriation. They restored the cut in AmeriCorps made by the House and increased last year's funding by \$25 million, the first increase in three years. Now we need to capitalize on this progress and make the reauthorization and strengthening of AmeriCorps and the Corporation's other two major programs -- the Senior Corps and Learn and Serve America -- a high Administration priority.

After you've had the chance to read this memorandum, I hope that we can spend a few minutes together to chart our future course, beginning soon with an all-out effort to persuade Congress to reauthorize the Corporation.

\* \* \*

Your charge to me was to build greater political support for AmeriCorps, strengthen AmeriCorps, and bring AmeriCorps into the mainstream of American life. That required developing real bipartisan support and establishing close working relationships with the great non-profit and service organizations of the country. We have made tremendous strides in these areas. Let me highlight our progress -- resisting the temptation to tell you everything we have done -- and then focus on the future.

The lack of controversy and rancor over funding of AmeriCorps in the soon-to-be-completed appropriations process shows AmeriCorps' greater acceptance. Through much work with Republican Members of Congress, we have made real inroads in demonstrating how AmeriCorps and the other key programs of the Corporation are a crucial part of a strategy to address the nation's educational and social challenges. As a result, support among Republicans inside and outside of Congress has expanded. Even among those who have not come all the way to supporting AmeriCorps, we have taken the edge off their opposition. They recognize that AmeriCorps will continue and that hundreds -- indeed thousands -- of organizations around the country approve. The loud

foes of AmeriCorps have been significantly marginalized. Moreover, we are on the road to important breakthroughs that will bring AmeriCorps and the Corporation to a new level of true bipartisan and nonpartisan support. While AmeriCorps is continually winning new allies, we have also built strong new bases of support for the Corporation through our work with students and seniors. With your good help, we are in the forefront of a growing effort to make service-learning an integral part of American education at all levels, and to make citizen service a reality for Americans of all ages and backgrounds.

In building support for AmeriCorps, I have been especially cultivating the so-called "Compassionate Conservatives" and those in the civic renewal movement. Though conservative, these leaders believe that government must find effective ways to help poor and disadvantaged citizens. As you know, these conservatives want churches, other faith-based institutions and non-profit organizations -- instead of the government -- to lead the effort to address our nation's problems. They want government to support these independent civic forces. Therein lies a great opportunity for AmeriCorps.

One story illustrates this. Earlier this year Rep. John Kasich visited the Rheedlin Center in New York, an AmeriCorps grantee that works in Harlem schools to create safe havens for children, tutor, and teach conflict resolution, among other activities. Kasich spent two hours there and was overwhelmingly impressed with what the director, Geoff Canada, and his team of more than fifty young people are accomplishing. Unaware that this is an AmeriCorps site, at the end of his visit Kasich said to Canada, "Dammit, this is exactly what AmeriCorps should be doing!" To which Canada replied, "Almost all the people you've seen here this morning are AmeriCorps members. This is AmeriCorps!" Based on this incident -- reported to me by both Geoff Canada and Kasich -- I have struck up a very constructive, continuing conversation with Kasich. He says he is rethinking his position on AmeriCorps and believes there is common ground for mutual support.

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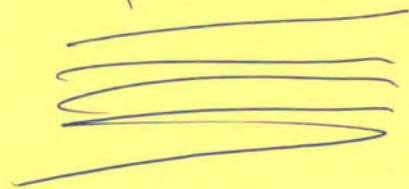
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June 25, 1997

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11-3-97

MEMORANDUM TO THE PRESIDENT

From Harris Wofford

*Harris Wofford*

CORPORATION  
FOR NATIONAL  
SERVICE

This Sunday we are holding a joint meeting of the Board of the Corporation for National Service and the Points of Light Foundation. This meeting is a prelude to the Points of Light Foundation's National and Community Service Conference opening in New York. In connection with these major events, I hope very much to get White House concurrence so that we may announce the resumption of the Daily Points of Light awards -- with you and former President Bush as the co-sponsors. This will be good for National Service and for your post-Philadelphia Summit leadership. It would be extra good for you to send a video or speak by satellite to the conference and for the White House to announce the resumption of the awards simultaneously in Washington.

But even if that announcement, designed for public impact, is delayed for another occasion, it is important that I be able to report your support for the idea of resuming the awards as the Presidents' (plural) Points of Light. President Bush is enthusiastic about this, and awaits word that you approve. Working closely with the Foundation board, I have urged the resumption of the awards as a way to further demonstrate the bi-partisanship of National Service and to give greater recognition to service leaders around the country (including especially our AmeriCorps, Senior Service Corps and Learn and Serve America network). As you recall, Bush's special request at your meeting before the inauguration was to continue his Points of Light initiative. This will be a mutually beneficial way to do this.

As I reported to Bruce Reed and Steve Silverman some time ago, I am delighted that we have worked out this practical collaboration plan for the resumption of the daily awards. The administration of the program would be undertaken by the Points of Light Foundation, in collaboration with the Corporation for National Service -- similar to the present working arrangement with the annual President's Service awards. Selections would be made by an award committee we agree upon. (I attach a memorandum on the process that could be used to facilitate appropriate clearances of the awardees before they are named.)

It is also a breakthrough that the Points of Light Foundation has secured the full funding of the costs of this program by the Knights of Columbus Supreme Council.

I look forward to working with you on this.

1201 New York Avenue, NW  
Washington, DC 20525  
Telephone 202-606-5000

Getting Things Done.  
AmeriCorps, National Service  
Learn and Serve America



### Additional Information about the Proposed Daily Points of Light Award

While the daily Points of Light will no longer be officially named by the current President of the United States as they were during the Bush Administration, both President Clinton and former President Bush will be invited to send a personalized letter of congratulations and appreciation to each person selected as a daily Point of Light.

The major form of recognition for daily Points of Light will be the media announcement. Daily individualized press releases will be developed and sent by fax and mail to all appropriate media for each winner. A major portion of the staff commitment to the daily Points of Light Awards will be devoted to working with media to ensure significant local coverage for each winner. Wire stories will be developed and distributed for those winners of national interest.

To increase the amount of recognition for the recipients, we will send letters to the winner's members of Congress, mayor and governor, local Volunteer Center, state National Service Commission, and to those who served as references and nominators. From time to time we will have national recognition occasions to celebrate the awardees, in groups, with White House events possible, at your call.

Special care will be taken in the choice of final recipients to ensure balance -- type of activity, age, racial and ethnic backgrounds, economic status, geographic diversity -- much as the final recipients of the President's Service awards have been chosen.

Award winners will be chosen through a several step process. Foundation staff with Corporation participation will review all nominations, choosing those more appropriate to forward to final judges. Staff will contact references and other local contacts on all nominations prior to submitting them to the final judging panels -- which will include volunteers, representatives from nonprofit organizations, business, government agencies and the national service network.

The new program will be announced broadly -- in the nonprofit trade press, in Points of Light Foundation and National Service network publications and in the releases to daily and weekly newspapers and broadcast media. Announcements also will be targeted to organizations and individuals that might be sources of nominations. Announcement packets will be sent to all Volunteer Centers, state commissions and offices of volunteering, national service network, members of Congress, governors, mayors, Points of Light Foundation and Corporation for National Service contacts, and other lists.

This new program will build on the strong media support given to the Presidents' Summit for America's Future and to the ensuing efforts of America's Promise - the Alliance for Youth.

## **YOUTH SERVICE: A POWERFUL RESOURCE FOR ACHIEVING THE GOALS OF THE SUMMIT**

Service should be the common expectation and a defining experience of growing up in America. All young people should be challenged and inspired and given opportunities to serve through their families, schools, communities of faith, youth corps and community organizations. Young Americans can play a vital part in reaching the goal of 2 million additional youth with all five resources and 5 million connected to at least one. They can do so very directly by becoming champions for young children as tutors, mentors and coaches. As Martin Luther King said, "Everybody can be great because everybody can serve." A key part of America's Promise is that every young person must be challenged and inspired to discover and realize that greatness. All young Americans must see themselves—and be seen—as resources and leaders, not just as problems or victims.

Service experiences, in order to be of the highest quality, should be sustained over time, have identifiable results, help solve real community problems and be structured to include preparation, action and reflection. Providing more high quality opportunities for young people to serve will pay multiple dividends:

- ♦ The sixty million students from kindergarten through college represent a powerful resource. Research shows that engaging older students, including those in high school and middle school, in tutoring younger students improves both students' performance; college students mentoring at-risk youth encourages young people to set higher aspirations; and peer mediation and conflict resolution can be effective in preventing violence among young people.
- ♦ High quality service is a vital way to learn citizenship, responsibility and discipline; to build skills, enhance self-esteem, develop problem-solving abilities, introduce new career options and prepare young people for future work; to improve academic motivation, school attendance and performance; and most importantly, to establish a pattern of future service that will continue through adulthood.
- ♦ Service answers the need that all people, rich and poor, have for practical experience and an understanding of democratic values in action; and the need to learn how to work with people of different backgrounds and experiences.

### **THE CHALLENGE**

- ♦ Let us challenge two million additional young people by the year 2000 to provide 100 hours each year or more of service through high quality programs.
- ♦ Let's challenge 100,000 young people to become service leaders by providing 1,000 hours or more of high quality service each year.
- ♦ Let's challenge colleges and universities—and students—to commit at least half of the nearly 1 million work study positions to community service.





# SERVE Illinois

ILLINOIS COMMISSION  
ON COMMUNITY SERVICE

N E W S L E T T E R

Illinois Department of Commerce and Community Affairs

SPECIAL EDITION ☆ June 12, 1997

## A Letter from the First Lady



Dear Friend,

Welcome to the Mansion Meeting on Volunteerism and Youth. In April, Jim and I attended the Presidents' Summit for America's Future in Philadelphia. The Summit gathered together over 5,000 volunteers from across the country to formulate a plan to ensure that America's youth have access to five fundamental resources that can help them lead healthy, fulfilling and productive lives.

The Summit in Philadelphia was merely a kickoff for "America's Promise," a long-term campaign that will reach into the next century. It's now time to bring the Summit home to Illinois. The national goal is to save 2 million children by the year 2000.

The future of our children is very important to the Governor and me. As individuals who already contribute greatly toward serving our communities and providing enriching experiences for youth, you have much to offer to today's meeting.

Our work today will be presented to the Illinois Commission on Community Service to assist in their efforts to formulate a state plan for how we in Illinois will work to save 100,000 youth by the year 2000.

I hope you enjoy this special edition of "SERVE Illinois," and today's meeting. Please accept my gratitude for attending. Together we will make a difference.

Warm wishes,

*Brenda Edgar*

Brenda Edgar  
First Lady of Illinois

## GOVERNOR AND FIRST LADY BRING BACK SUMMIT MESSAGE

The Governor and First Lady recently returned from Philadelphia where they led the Illinois delegation to the Presidents' Summit for America's Future.

The Illinois delegates were among over 1,700 representatives from communities in all 50 states. The nation's most prominent leaders called these delegates to action to provide children at risk in America with five vital resources:

- an ongoing relationship with a caring adult or mentor
- a safe place to learn and grow
- a healthy start
- a marketable skill through effective communication
- an opportunity to give back through community service.

The nation has responded with zeal; Philadelphia's message will be carried forward by a national campaign called America's Promise - The Alliance for Youth. In addition, Governor Edgar announced that the First Lady would lead the Illinois effort toward meeting these national goals. Today, Mrs. Edgar is fulfilling this pledge by hosting a meeting at the Mansion in Springfield on volunteerism and youths. At this rally, action plans will be developed to stimulate volunteerism benefiting youths on a state and local level. Governor Edgar also made a personal pledge to volunteer one hour each month for children's causes, and encouraged all Illinoisans to join him in making a difference in the lives of today's youths. □

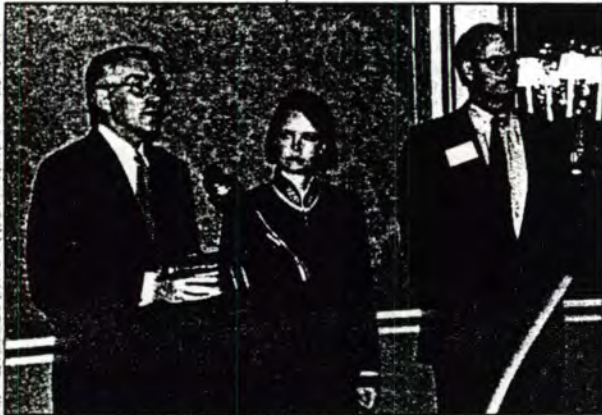
The hearing impaired may access all programs (services) through the Illinois State TDD Relay, 800/526-0844.



# DELEGATE REACTION

The Governor's delegation consisted of five individuals. Ten member delegations from six Illinois communities were also invited to the Philadelphia conference. The cities represented included Peoria, Springfield, Champaign, Rockford, DeKalb and Chicago. (For a list of all Illinois Summit Delegates, please refer to page 4.)

Each Illinois delegate viewed the challenges facing our youths through his or her unique experiences. However, there were some shared reactions.



Governor Edgar Addresses the Illinois delegation at a reception in their honor, while Mrs. Edgar and Kraft CEO Robert Morrison look on.

All delegates came back energized and eager to spread the word. Each also expressed a renewed personal commitment to community service through volunteerism. In addition, the delegates found that young people played an essential role in the

Summit, and all felt that youths are crucial for providing input about the nation's problems and its future.

All delegates agreed on the importance of the five targeted youth resources, and each delegation team identified the same first step to be taken: an inventory of their local volunteer needs and of resources currently available. Each delegate also expressed the belief that one person truly can make a difference in the lives of others, and has asked, "What else can I do?"

President Clinton called on each individual to help save the nation's children "one by one."

When asked what one individual volunteer could contribute, Selin Song, a 16-year-old from Champaign-Urbana, replied, "One person can have a positive effect on one other person. If you add those up, it can make a big impact." Indeed, if we "add up" the combined responses of our

delegates, their future community plans, and today's Illinois Summit, we can be assured that it will make an unforgettable difference to the youths of Illinois.



Governor's Delegates

## Peoria

Project Success' Sara Dill has always thought that Peoria has well-run services for those in need. Dill now sees Peoria's role as "providing opportunities so anyone who wants to volunteer in any capacity has access to do so." Following the Summit's attention to the goal of mentoring, the Peoria delegation team plans to focus on expanding its mentoring programs, but will not limit volunteer choices to this. Dill also noted Peoria's wish to involve youths in the process because, as she points out, "They are living it . . . we need to listen to them and have them internalize civic duty as well . . . to inform Peoria, and educate Peoria to enable Peoria."

## Springfield

Leroy Smith, Jr. of the Springfield Housing Authority sees the problems facing the nation's youths as a crisis situation. "It's impossible not to read the papers or go to the park without seeing the problems of crime, violence and drugs," he says. What Smith liked about the Summit was the



Springfield Delegates

national attention focusing on these issues and the networking meetings where program ideas were exchanged. Smith says the Springfield Housing Authority will begin a new flight school program in June called *Future Leaders In the Gate Headed For Tomorrow*. This seven-week program is aimed at giving youths the five resources presented at the Summit. Smith is not only satisfied that these young participants will learn a unique skill; he's proud that they will be giving back to the Springfield community by volunteering two hours a week as part of the program.

## Champaign-Urbana

Rob Sheehan found the Summit to be an eye-opening experience in showing that our nation's youths are in crisis, with "lives being lost everyday." That revelation, he said, led him and the rest of the Champaign-Urbana delegation to serve





Champaign-Urbana Delegates

as a steering committee at a community-wide conference for all local community leaders with the aim of involving others in the process of finding resources for their youths. In addition, they plan to catalog the existing volunteer needs in the community, and develop a "promise book," much like the one in Philadelphia. This book would detail volunteer opportunities as well as corporate and other non-profit commitments throughout Champaign and Urbana.

Selin Song, a 16-year-old delegate, saw the Summit as a good starting point, but thinks that the work is starting now, as opposed to winding down after the Summit in Philadelphia. She said that "more youths need to be involved and active in the process." Her delegation agrees, and will hold a youth summit in the near future to discuss the issues with youths and get their input in the process.

### Rockford

The Rockford delegation returned inspired from the Summit, pledging to reach 2000 Rockford at-risk youths by the year 2000. To fulfill this goal, the group plans to marshal its leadership and energy to engage the community in a Rockford Summit before the end of the year. "We believe the thoughtful mobilization and coordination of current community resources and volunteers can create a quantum leap in our ability to invest in the future of the children and youths of Rockford," the delegation stated.

Although the focus of the Summit was on today's youths, Elaine Pfluger, Director of RSVP (Retired Senior Volunteer Program) of Winnebago County, thinks senior citizens have a lot to offer too. In Winnebago County, for example, RSVP plans to double its current 80 in-school mentors by the year 2000. RSVP also plans to add more creative and meaningful jobs for senior and youth partners as well.

### DeKalb

Dawn Sturma, the DeKalb delegation organizer and United Way Executive Director, is looking forward to today's Mansion Meeting because she thinks the meeting will continue to foster the exchange of ideas that benefited her so much in Philadelphia.

The DeKalb delegation is currently in the process of redefining its goals. While members believe that their programs already address the five goals of the Summit, they want to serve as a catalyst and involve more people in the effort. Initially, the group will contact local branches of businesses and non-profits who have made national pledges and have an all-school workshop to get input on needs of youths.

As the Director of United Way, Sturma sees her role as one of matching agency needs for volunteers to private sector donations. This function will be helped, she says, by a needs assessment which is currently in progress and a DeKalb Summit by the end of 1997.

### Chicago

Everyone agrees that a good deal of media attention and hype surrounded the three days of the Philadelphia Summit. Brooke Wiseman, Executive Director and Chief Executive Officer of the Girl Scouts of Chicago, is glad community service got coverage, even if it was brief. Wiseman says, "If people don't hear about the good things happening, they don't believe that they *do* happen." The Chicago delegation believes good things are happening in community service, too. So much so, that the delegation has pledged to provide 40,000 additional youths with access to the five fundamental resources by the year 2000.

Doing his part, Commissioner Daniel Alvarez, Sr. of the Chicago Department of Human Services has made a personal pledge to ask everyone in his department to consider becoming a volunteer. Alvarez also said he will ask the 300 agencies the Department funds about committing to community service, as well.

"This city is large and complex" said Wiseman. "The programs are already there; now we just need to build bridges between the need, the volunteers, and the resources available." □



## ILLINOIS COMMISSION ON COMMUNITY SERVICE

### Commission Members:

Chair: Helen Shumate, Director of External Affairs, Ameritech, Chicago

Vice Chair: Stan Levy, Ph.D., Champaign

Michael Alter, The Alter Group, Wilmette

Daniel Alvarez, Chicago Human Services Department

Jane Angelis, Ph.D., Director, Illinois Intergenerational Initiative, Carbondale  
Delbert Arsenault, Executive Director, Chicago Youth Centers, Chicago  
Shane Cambronero, Public Allies, Chicago

William Braden, Chief Executive Officer, American Red Cross, Chicago

Mark Fazzini, Olympia Fields Police, Homewood

Paul Foppe, Student, University of Illinois, Urbana

Carla Gosney, Director, RSVP, Quincy  
Ross Klicker, Illinois State Pipe Fitters' Local 597

Cheryl Lefler, Executive Director, Illinois Coalition for Community Services, Monmouth

Sheila Lyne, Commissioner, Chicago Public Health Department

Dorothy Miaso, Executive Director, Literacy Volunteers of Illinois, Chicago

John Petrilli, Springfield  
Eugene Quinn, Rockford

Fred Rodriguez, Ph.D., Western Springs

Matt Rodriguez, Superintendent, Chicago Police Department

Joseph Spagnolo, State Board of Education

John Stroger, President, Cook County Board, Chicago

Ronald Temple, Chancellor, Chicago City Colleges

Paul White, Executive Director, CEFS Economic Opportunity Corp., Effingham  
Granada Williams, Executive Director, Rockford Human Services, Rockford

### Commission Staff:

Jeanne Bradner, Director of Programs  
Gail Hedges, Director of Administration and Finance

Antoinette Spinner, Program Coordinator

Deborah Holder, Office Coordinator



**R**ecently, *SERVE Illinois* spoke with Helen Shumate, Chair of the Illinois Commission on Community Service and one of the Governor's Delegates to the Summit. In this interview Ms. Shumate talks about her experiences.

**Q:** What effect did the Summit have on you?

**A:** The Summit sparked renewed excitement about community service and volunteerism. It also served as a catalyst in pulling people together with the goal of helping children. The best part is that the initial impact has created a chain reaction throughout this state. A lot of Illinoisans caught the volunteer spirit just hearing about the Philadelphia experience, and are now asking how they can help.

**Q:** What is the Illinois Commission's goal?

**A:** The Commission's purpose is to promote community service and volunteerism through public awareness, grants, technical assistance and conferences.

In relation to the Summit, the Delegations and the Commission will develop a unified state plan for volunteerism and community service benefiting young people. We will also act as a statewide vehicle for communications and a clearinghouse for community service needs and resources.

**Q:** What will be your first step?

**A:** Our first step will be to hold meetings like today's Mansion Meeting throughout Illinois to get input in drafting this plan.

**Q:** What can Illinoisans do to help?

**A:** It will take meaningful and sustained service on all of our parts, as individuals, to improve the quality of life for Illinois youths.

# ILLINOIS DELEGATES TO PRESIDENTS' SUMMIT

## ★ The Governor's Delegation

Bishop Sharon Brown-Christopher  
Resident Bishop  
United Methodist Church of Springfield  
Linda Kolbusz  
Assistant Superintendent for Program Development at School District No. 300 in Carpentersville, and District Coordinator, Project Success  
Robert Morrison  
Chief Executive Officer, Kraft Foods, Inc.  
Helen Shumate, Chair  
Illinois Commission on Community Service, and Director, External Relations, Ameritech  
Christopher Zorich  
Chicago Bear and Chairman  
The Christopher Zorich Foundation

## ★ Peoria

John Alms  
Northside Action Council  
Jennie Armstrong  
Heartland Clinic  
McFarland Bragg  
Peoria Citizens Committee for Economic Opportunity, Inc.  
Laraine Byrson  
Tri-County (Peoria) Urban League  
Sara Dill  
Project Success  
Lowell "Bud" Grieves  
Mayor, City of Peoria  
Ken Hinton  
Valeska Hinton Early Childhood Education Center  
James Runyon  
Notre Dame High School (Alternate)  
Bruce Snyder  
Riverfront Development Corporation  
Vicky Stewart  
Peoria Area Community Foundation  
Craig Young  
Heart of Illinois United Way

## ★ Springfield

Leroy "Andy" Anderberg  
YMCA  
Lila G. Christensen  
Lincoln Land Community College  
Doris Chambers  
Springfield Urban League, Inc.

Kara Marie Fitzgerald  
Heritage Manor Nursing Home  
Capt. Michael R. Heap  
Illinois National Guard/Operation First Choice  
John P. Kelker  
United Way of Central Illinois, Inc.  
Sandy Robinson II  
City of Springfield  
Brisbane Rouzan  
University of Illinois at Springfield  
Leroy Smith, Jr.  
Springfield Housing Authority  
Carol Zerkle  
Springfield Children's Museum

## ★ Champaign-Urbana

Erica Dupuis  
UIUC  
Bobbie Fein  
Children's Home & Aid Society  
Mildred Griggs  
UIUC College of Education  
Rick Kubetz  
Champaign Co. Chamber of Commerce  
Dannell McCollum, Mayor  
City of Champaign  
Thom Moore  
UIUC Psychological Services Center  
Tracy Parsons  
Urban League of Champaign County  
Tod Satterthwaite  
Mayor, City of Urbana  
Rob Sheehan  
Leadershape, Inc.  
Selin Song  
University High School  
Barb Wysocki  
University High School

## ★ Rockford

Reverend Dr. Denver Bitner  
Zion Lutheran Church  
Rebecca A. Cook  
United Way of Rock River Valley  
Jonathan L. Ferguson, M.D.  
Karol Hammond  
Take It Back Watch Group  
Elaine Pfluger  
RSVP of Winnebago County





Molly Phalen  
Rockford Education Association

Audon Rivera  
Youth Build Rockford

Thomas Sanders  
Ellis Elementary School

Saul Serna  
Century 21 Country North, Inc.

Ray Wood  
Rockford Products

#### ★ DeKalb

Mike Berg  
The Midweek

Tracy Bond-Facen  
The Daily Chronicle

Randy Bourdages  
LNB National Bank

Brett Brown  
Burns and Brown Attorneys at Law

Bessie Chronopoulos  
Mayor, City of DeKalb

Micki Chulick  
Community Coordinated Child Care

Glenn Davis  
DeKalb School District #428

Bertrand J. Simpson  
Community Member

Jerry Smith  
Castle PrinTech

Dawn Sturma  
DeKalb United Way, Inc.

#### ★ Chicago

Reverend Daniel Alvarez, Sr.  
Chicago Department of Human Services

Daniel F. Bassill  
Cabrini Connections/Tutor/Mentor  
Connections

John L. Borling  
United Way/Crusade of Mercy, Inc.

Dolores E. Cross  
Chicago State University

Vanessa P. Fraction  
Student Representative

Susan Norris  
Volunteer Center, United Way/Crusade of  
Mercy, Inc.

Reverend Jesse Jackson  
Rainbow Push Coalition

Dr. Elaine M. Schuster  
Office of Catholic Education

Nancy A. Stevenson  
Voices for Illinois Children

Brooke M. Wiseman  
Girl Scouts of Chicago

#### ★ Delegates At Large

Dr. Don Argue, President  
National Association of Evangelicals

Mary Babson, Principal  
Arthur Anderson

Paula A. Banks, President  
Amoco Corporation

Ken Barun, President & CEO  
Ronald McDonald House Charities

Richard Behrenhausen, Vice-President  
Robert R. McCormick Tribune

Alan Benedeck, Consultant  
Alan Benedeck & Associates

Karl Berolzheimer  
National Chairman of the Board

Phillip Bleicher  
Student Alliance

James R. Boris  
Chief Executive Officer and Chairman  
EVEREN Securities, Inc.

William L. Braden, CEO  
American Red Cross Mid-America

Sue Calder  
League of Women Voters

Noel Castellanos  
La Villita Community Church

Jerry Choate, Chairman & CEO  
Allstate Insurance Company

Cheryl Cornelius  
MidAmerica Leadership Foundation

John Costello, Senior Vice-President—Marketing  
Sears, Roebuck and Co.

Richard A. Dehrenhausen  
Robert R. McCormick Tribune Foundation

Yvonne Delk  
Community Renewal Society

Anne Cohn Donnelly, DPH, Executive Director  
National Committee to Prevent Child Abuse

Dan Edelman  
Edelman Public Relations

Dan Emerson  
YMCA of the USA

James E. Ervin, Third Vice-President  
Lions Club International

Richard E. Friedman, President & Chair  
National Strategy Forum

H. Laurence Fuller, President  
Amoco Corporation

Luis Vicente Giay, President  
Rotary International

Zac Goldberg  
YMCA of the USA

Alex Gonzales  
MidAmerica Leadership Foundation

Gerald Greenwald, Chairman, President & CEO  
United Airlines, Inc.

Patrick G. Hays, President & CEO  
Blue Cross/Blue Shield Associates

Christine Hildy, Special Program Manager  
CATCH-Community Access to Child Health

William "Bud" Ipema  
MidAmerica Leadership Foundation

Jeffrey D. Jacobs, President  
Harpo Entertainment Group

Craig Jeffrey, Executive Director  
Caring Programs for Children

Jim Jenness

Ronald Kinnamon, Asst. Natl. Executive Director  
YMCA of the USA

John D. Kretzan, Co-Director  
Asset Based Community Development Institute

Edward M. Liddy, President & CEO  
Allstate Insurance Company

Arthur Martinez, Chairman & CEO  
Sears, Roebuck, and Co.

Rick Mazursky, Vice-President  
Tootsietoy-Strombecker

Stephen McConahey, President & CEO  
EVEREN Securities Inc.

Betty McDowell, Assoc. VP for Academic Services  
Southern Illinois University

John McKnight  
Center for Urban Affairs and Policy  
Northwestern University

Alan McMillan, Vice-President  
National Safety Council

Charlie Moskos  
Northwestern University

Mary Nelson  
Bethel New Life

James Opie, President  
National Fraternal Congress of America

David Paeth  
Belleville AmeriCorps

Judge Howard Patterson, First Vice-President  
Lions Club International

John Penn  
Livingston McLean County Trades Council

Mary Pittman, President  
Coalition for Healthy Cities and Communities

Michael Quinlan, CEO  
McDonalds Corp.

Elsbeth Revere, Associate Director  
John & Catherine MacArthur Foundation

## ILLINOIS DELEGATES – continued

Edward Rust, *Chairman & CEO*  
State Farm Insurance Co.

Dr. Ted Sanders, *President*  
Southern Illinois University

Diana Sauter  
Chicago Children's Museum

Gerard Scannell, *President*  
National Safety Council

Paul Schrage, *Chairman*  
Ronald McDonald House Charities

Timothy Schwertfeger, *Chairman & CEO*  
John Nuveen Company

Dan Shure, *President & CEO*  
Tootsietoy-Strombecker Corp.

Adele Simmons, *President*  
John & Catherine MacArthur Foundation

Robert Sorensen, *Executive Director*  
Div. of Higher Education and Schools

Laurie Stinson, *Executive Director*  
Allstate

Eileen Sweeney, *Manager, Civic Affairs*  
United Airlines WHOPR

David Tetzlaff, *Exec. Vice-President*  
National Fraternal Congress of America

Tom Tonniges, *CATCH Director*  
American Academy of Pediatrics

James Varenhorst, *Grand Secretary*  
Benevolent & Protective Order of the Elks

Sue Vineyard, *Managing Partner*  
Vineyard-McClurley Systems

Rita Wilson, *Senior Vice-President*  
Allstate



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ICCS: Antoinette Spinner, Editor  
Illinois Department of Commerce and Community Affairs  
100 W. Randolph, Suite 3-400  
Chicago, IL 60601

312/814-5225 or 800/592-9896  
TDD: 800/419-0667



Illinois Department of Commerce  
and Community Affairs  
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"Florida Cares About its Children" is a series about what's happening to help at-risk youth.  
see page 5

**Florida  
Commission  
on Community  
Service**

<http://www.fccs.org>

## COMMISSION BRIEFS

**STATE VOLUNTEER CONFERENCE**  
The Florida State Conference on Volunteerism will be held on Oct. 21-23 at the Doubletree Hotel in Tampa. The conference hosts are the Florida Association of Volunteer Centers, Florida Commission on Community Service, and the Florida Administration of Volunteers in Government. Registration brochures will be mailed in August. For more information, call (954)-764-3227.

**VOLUNTEERS ACROSS FLORIDA**  
As a follow-up to the Presidents' Summit for America's Future, the Commission has developed a public service campaign called *Volunteers Across Florida*. The campaign features significant volunteers in history such as Clara Barton who started the American Red Cross, and includes a toll-free number to call if you want to volunteer: 1-888-FL-SERVS.

**VOLUNTEERS  
ACROSS  
FLORIDA**

**EMERGENCY SUPPORT**  
The Commission recently became the lead agency for Florida's Emergency Support Function 15 (ESF 15), Volunteers and Donations. The Commission will work with volunteer agencies such as the American Red Cross, Salvation Army and the United Way to coordinate volunteers and donations in times of disasters.  
The Commission also is responsible for the management of ESF 15 at the State Emergency Operations Center in Tallahassee. At the Center, simulated hurricane exercises help the Commission and other agencies prepare for the current hurricane season which began June 1.

**NEW STAFF**  
The Commission welcomes the following new staff: Stephen Roberts, program consultant; Paula Davis, director of emergency management services; Barbara Dial, executive assistant; Ameiko Watson, senior program administrative assistant; Beth Kriausky, staff assistant; Beverly Spinic, assistant planner; Shonna Gay, receptionist; Joey Davis, staff assistant; and Drew Adams, budget assistant.



# FLORIDA! Serves!

ISSUE 2 • VOLUME 2 • SUMMER 1997

COVER STORY



Hundreds of volunteers participate in Florida's National Day of Service in Tallahassee.  
see page 7



Jocelyn Augustino/special to Florida Serves!

SUMMIT LEADERS — Harris Wofford, president of the Corporation for National Service, talks with former President Bush and his wife Barbara.

## Volunteer summit ends, real work begins

108,000 AT-RISK YOUTH IN FLORIDA NEED HELP BY 2000, PARTICIPANTS SAY

by Kevin Punsky  
Editor

A month after standing in front of Independence Hall in Philadelphia with four presidents, a throng of celebrities, and thousands of volunteers, Florida's delegates to the Presidents' Summit for America's Future are putting their ideas to work.

Their work will focus on the needs of at-risk children.

For three days last April, the Florida delegation listened to speeches by President Clinton, and former

Presidents Ford, Carter and Bush. Former President Ronald Reagan, suffering from Alzheimer's disease, was represented by his wife, Nancy Reagan.

"From this day forward, when someone asks you to help a child, just say yes," said the former first lady borrowing a line from her famous anti-drug crusade.

The delegates also heard from Vice President Al Gore and retired Gen. Colin Powell, the summit's chairman. Oprah Winfrey led the celebrity charge along with Andrew Shue, John Travolta and Brooke Shields.

The star-studded lineup provided more than enough nostalgia, glitz and emotion. But those who gathered in Philadelphia describe their goal as nothing short of revolutionary: a nationwide effort to mobilize business, government and individuals to help two million at-risk children by the year 2000. Powell said he will commit three years to lead this project.

### FLORIDA'S EFFORT

The task for the 61 delegates from five Florida cities (Jacksonville, Miami, Orlando, St. Petersburg and Tampa),

one at-large group hand picked by Gov. Lawton Chiles himself, and representatives from various national organizations, is clear: organize a massive volunteer effort and build on existing programs to improve the lives of 108,000 at-risk children in Florida — a share of the national goal — by the year 2000.

Florida's effort will mean giving those at-risk children mentors, safe places for after school, better health care, educational opportunities that

...see COVER STORY page 4

## Commission hires Sanguiliano as new executive director

by Kevin Punsky  
Editor

### SANGUILIANO

"I look forward to seeing the Commission grow."



Fred Sanguiliano, a 16-year veteran of non-profit, social service agencies, is the new executive director of the Florida Commission on Community Service.

Sanguiliano replaces Bill Bentley, who was hired in April by the Corporation for National Service in Washington to head its office of evaluation and effective practice. The Corporation oversees AmeriCorps and other national service programs. Bentley

had served as director of the Commission since November of 1995.

"The Commission can be very proud of its accomplishments during the past year," said Sanguiliano, the former director of research and development at Capital City Youth Services Inc. in

Tallahassee. "I'm honored to be selected for this position, and I look forward to seeing the Commission grow in the next few years."

As executive director, Sanguiliano is responsible for the management and administration of the Commission. This includes overseeing the Commission's AmeriCorps programs, which provide members with a small living allowance and an educational award in return for one year of service.

"We had an outstanding field of candidates," said Dr. George Young,

Commission vice chair and search committee member. "Fred has an excellent background, and we're pleased to have him as our new director."

Throughout his career, Sanguiliano has focused on the development and administration of services and policies for agencies that focus on at-risk youth and young adults.

During the past year, Sanguiliano worked closely with the Commission and its programs assisting in the quality assurance and continuous quality improvement design and process.



## WHITE HOUSE STAFFING MEMORANDUM

DATE: 6-27 ACTION/CONCURRENCE/COMMENT DUE BY: 6-27 CDBSUBJECT: Wofford memo on Points of Light Awards  
for

|                | ACTION                              | FYI                      |                           | ACTION                              | FYI                      |
|----------------|-------------------------------------|--------------------------|---------------------------|-------------------------------------|--------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY                   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY                   | <input type="checkbox"/>            | <input type="checkbox"/> |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH                      | <input type="checkbox"/>            | <input type="checkbox"/> |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF                      | <input type="checkbox"/>            | <input type="checkbox"/> |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH                     | <input type="checkbox"/>            | <input type="checkbox"/> |
| RAINES         | <input type="checkbox"/>            | <input type="checkbox"/> | REED                      | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| BAER           | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK                    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| ECHAVESTE      | <input type="checkbox"/>            | <input type="checkbox"/> | LEWIS (attached comments) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN                    | <input type="checkbox"/>            | <input type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | STREETT                   | <input type="checkbox"/>            | <input type="checkbox"/> |
| IBARRA         | <input type="checkbox"/>            | <input type="checkbox"/> | SPERLING                  | <input type="checkbox"/>            | <input type="checkbox"/> |
| RADD           | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO                   | <input type="checkbox"/>            | <input type="checkbox"/> |
| HIGGINS        | <input type="checkbox"/>            | <input type="checkbox"/> | VERVEER                   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| HILLEY         | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Silverman</u>          | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| KLAIN          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | _____                     | <input type="checkbox"/>            | <input type="checkbox"/> |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | _____                     | <input type="checkbox"/>            | <input type="checkbox"/> |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | _____                     | <input type="checkbox"/>            | <input type="checkbox"/> |

REMARKS:

NEED ASAP RESPONSE.

RESPONSE:

PLEASE ADVISE.

THE WHITE HOUSE  
WASHINGTON

Date 6-27

To: 4, 2c

From: The Staff Secretary

No action before  
Sunday 6:25, per Sylvia  
& Bruce Reed. Bruce to  
call Volpert & say we  
can't act on that  
time frame.

Memo should go to  
Peters with comment next  
week. Told



## WHITE HOUSE STAFFING MEMORANDUM

DATE: 6-27 ACTION/CONCURRENCE/COMMENT DUE BY: 6-27 CDBSUBJECT: Wofford memo on Points of Light Awards  
to

|                | ACTION                              | FYI                      |          | ACTION                              | FYI                      |
|----------------|-------------------------------------|--------------------------|----------|-------------------------------------|--------------------------|
| VICE PRESIDENT | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY  | <input type="checkbox"/>            | <input type="checkbox"/> |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH     | <input type="checkbox"/>            | <input type="checkbox"/> |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF     | <input type="checkbox"/>            | <input type="checkbox"/> |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SMITH    | <input type="checkbox"/>            | <input type="checkbox"/> |
| RAINES         | <input type="checkbox"/>            | <input type="checkbox"/> | REED     | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| BAER           | <input type="checkbox"/>            | <input type="checkbox"/> | SOSNIK   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| ECHAVESTE      | <input type="checkbox"/>            | <input type="checkbox"/> | LEWIS    | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | YELLEN   | <input type="checkbox"/>            | <input type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | STREETT  | <input type="checkbox"/>            | <input type="checkbox"/> |
| IBARRA         | <input type="checkbox"/>            | <input type="checkbox"/> | SPERTING | <input type="checkbox"/>            | <input type="checkbox"/> |
| RADD           | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO  | <input type="checkbox"/>            | <input type="checkbox"/> |
| HIGGINS        | <input type="checkbox"/>            | <input type="checkbox"/> | VERVEER  | <input type="checkbox"/>            | <input type="checkbox"/> |
| HILLEY         | <input type="checkbox"/>            | <input type="checkbox"/> | _____    | <input type="checkbox"/>            | <input type="checkbox"/> |
| KLAIN          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | _____    | <input type="checkbox"/>            | <input type="checkbox"/> |
| BERGER         | <input type="checkbox"/>            | <input type="checkbox"/> | _____    | <input type="checkbox"/>            | <input type="checkbox"/> |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | _____    | <input type="checkbox"/>            | <input type="checkbox"/> |

REMARKS:

NEED ASAP RESPONSE.

RESPONSE:

PLEASE ADVISE.

June 25, 1997

MEMORANDUM TO THE PRESIDENT

From Harris Wofford



CORPORATION  
FOR NATIONAL  
★ SERVICE

This Sunday we are holding a joint meeting of the Board of the Corporation for National Service and the Points of Light Foundation. This meeting is a prelude to the Points of Light Foundation's National and Community Service Conference opening in New York. In connection with these major events, I hope very much to get White House concurrence so that we may announce the resumption of the Daily Points of Light awards -- with you and former President Bush as the co-sponsors. This will be good for National Service and for your post-Philadelphia Summit leadership. It would be extra good for you to send a video or speak by satellite to the conference and for the White House to announce the resumption of the awards simultaneously in Washington.

But even if that announcement, designed for public impact, is delayed for another occasion, it is important that I be able to report your support for the idea of resuming the awards as the Presidents' (plural) Points of Light. President Bush is enthusiastic about this, and awaits word that you approve. Working closely with the Foundation board, I have urged the resumption of the awards as a way to further demonstrate the bi-partisanship of National Service and to give greater recognition to service leaders around the country (including especially our AmeriCorps, Senior Service Corps and Learn and Serve America network). As you recall, Bush's special request at your meeting before the inauguration was to continue his Points of Light initiative. This will be a mutually beneficial way to do this.

As I reported to Bruce Reed and Steve Silverman some time ago, I am delighted that we have worked out this practical collaboration plan for the resumption of the daily awards. The administration of the program would be undertaken by the Points of Light Foundation, in collaboration with the Corporation for National Service -- similar to the present working arrangement with the annual President's Service awards. Selections would be made by an award committee we agree upon. (I attach a memorandum on the process that could be used to facilitate appropriate clearances of the awardees before they are named.)

It is also a breakthrough that the Points of Light Foundation has secured the full funding of the costs of this program by the Knights of Columbus Supreme Council.

I look forward to working with you on this.

1201 New York Avenue, NW  
Washington, DC 20525  
Telephone 202-606-5000

Getting Things Done.  
AmeriCorps, National Service  
Learn and Serve America  
National Senior Service Corps



### Additional Information about the Proposed Daily Points of Light Award

While the daily Points of Light will no longer be officially named by the current President of the United States as they were during the Bush Administration, both President Clinton and former President Bush will be invited to send a personalized letter of congratulations and appreciation to each person selected as a daily Point of Light.

The major form of recognition for daily Points of Light will be the media announcement. Daily individualized press releases will be developed and sent by fax and mail to all appropriate media for each winner. A major portion of the staff commitment to the daily Points of Light Awards will be devoted to working with media to ensure significant local coverage for each winner. Wire stories will be developed and distributed for those winners of national interest.

To increase the amount of recognition for the recipients, we will send letters to the winner's members of Congress, mayor and governor, local Volunteer Center, state National Service Commission, and to those who served as references and nominators. From time to time we will have national recognition occasions to celebrate the awardees, in groups, with White House events possible, at your call.

Special care will be taken in the choice of final recipients to ensure balance -- type of activity, age, racial and ethnic backgrounds, economic status, geographic diversity -- much as the final recipients of the President's Service awards have been chosen.

Award winners will be chosen through a several step process. Foundation staff with Corporation participation will review all nominations, choosing those more appropriate to forward to final judges. Staff will contact references and other local contacts on all nominations prior to submitting them to the final judging panels -- which will include volunteers, representatives from nonprofit organizations, business, government agencies and the national service network.

The new program will be announced broadly -- in the nonprofit trade press, in Points of Light Foundation and National Service network publications and in the releases to daily and weekly newspapers and broadcast media. Announcements also will be targeted to organizations and individuals that might be sources of nominations. Announcement packets will be sent to all Volunteer Centers, state commissions and offices of volunteering, national service network, members of Congress, governors, mayors, Points of Light Foundation and Corporation for National Service contacts, and other lists.

This new program will build on the strong media support given to the Presidents' Summit for America's Future and to the ensuing efforts of America's Promise - the Alliance for Youth.

To: Staff Secretary

From: Ann Lewis 

'97 JUN 28 PM1:54

Date: 6/28/97

Re: Wofford memo

Sorry for the delay and this may be too late, but this request raises very real concerns, such as:

--does this mean giving out daily Points of Light awards, with "a major portion of the staff commitment...devoted to working with media..." while the President's Service award is given out once a year ? What will be the impact on our effort to emphasize service ?

-- do we have any realistic expectation that agreeing to this proposal would result in more bipartisan support for AmeriCorps ? Or does it dilute the value of AmeriCorps by highlighting more traditional volunteer programs ?

--how far down the road has this traveled ? Do we really have an option on how to respond ?

cc: Bruce Reed  
Steve Silverman





# SERVE Illinois

ILLINOIS COMMISSION  
ON COMMUNITY SERVICE

N E W S L E T T E R

Illinois Department of Commerce and Community Affairs

SPECIAL EDITION ☆ June 12, 1997

## A Letter from the First Lady



Dear Friend,

*Welcome to the Mansion Meeting on Volunteerism and Youth. In April, Jim and I attended the Presidents' Summit for America's Future in Philadelphia. The Summit gathered together over 5,000 volunteers from across the country to formulate a plan to ensure that America's youth have access to five fundamental resources that can help them lead healthy, fulfilling and productive lives.*

*The Summit in Philadelphia was merely a kickoff for "America's Promise," a long-term campaign that will reach into the next century. It's now time to bring the Summit home to Illinois. The national goal is to save 2 million children by the year 2000.*

*The future of our children is very important to the Governor and me. As individuals who already contribute greatly toward serving our communities and providing enriching experiences for youth, you have much to offer to today's meeting.*

*Our work today will be presented to the Illinois Commission on Community Service to assist in their efforts to formulate a state plan for how we in Illinois will work to save 100,000 youth by the year 2000.*

*I hope you enjoy this special edition of "SERVE Illinois," and today's meeting. Please accept my gratitude for attending. Together we will make a difference.*

Warm wishes,

*Brenda Edgar*

Brenda Edgar  
First Lady of Illinois

## GOVERNOR AND FIRST LADY BRING BACK SUMMIT MESSAGE

The Governor and First Lady recently returned from Philadelphia where they led the Illinois delegation to the Presidents' Summit for America's Future.

The Illinois delegates were among over 1,700 representatives from communities in all 50 states. The nation's most prominent leaders called these delegates to action to provide children at risk in America with five vital resources:

- an ongoing relationship with a caring adult or mentor
- a safe place to learn and grow
- a healthy start
- a marketable skill through effective communication
- an opportunity to give back through community service.

The nation has responded with zeal; Philadelphia's message will be carried forward by a national campaign called America's Promise - The Alliance for Youth. In addition, Governor Edgar announced that the First Lady would lead the Illinois effort toward meeting these national goals. Today, Mrs. Edgar is fulfilling this pledge by hosting a meeting at the Mansion in Springfield on volunteerism and youths. At this rally, action plans will be developed to stimulate volunteerism benefiting youths on a state and local level. Governor Edgar also made a personal pledge to volunteer one hour each month for children's causes, and encouraged all Illinoisans to join him in making a difference in the lives of today's youths. □

The hearing impaired may access all programs (services) through the Illinois State TDD Relay, 800/526-0844.



# DELEGATE REACTION

The Governor's delegation consisted of five individuals. Ten member delegations from six Illinois communities were also invited to the Philadelphia conference. The cities represented included Peoria, Springfield, Champaign, Rockford, DeKalb and Chicago. (For a list of all Illinois Summit Delegates, please refer to page 4.)

Each Illinois delegate viewed the challenges facing our youths through his or her unique experiences. However, there were some shared reactions.



*Governor Edgar Addresses the Illinois delegation at a reception in their honor, while Mrs. Edgar and Kraft CEO Robert Morrison look on.*

All delegates came back energized and eager to spread the word. Each also expressed a renewed personal commitment to community service through volunteerism. In addition, the delegates found that young people played an essential role in the

Summit, and all felt that youths are crucial for providing input about the nation's problems and its future.

All delegates agreed on the importance of the five targeted youth resources, and each delegation team identified the same first step to be taken: an inventory of their local volunteer needs and of resources currently available. Each delegate also expressed the belief that one person truly can make a difference in the lives of others, and has asked, "What else can I do?"

President Clinton called on each individual to help save the nation's children "one by one."



*Governor's Delegates*

When asked what one individual volunteer could contribute, Selin Song, a 16-year-old from Champaign-Urbana, replied, "One person can have a positive effect on one other person. If you add those up, it can make a big impact." Indeed, if we "add up" the combined responses of our delegates, their future community plans, and today's Illinois Summit, we can be assured that it will make an unforgettable difference to the youths of Illinois.

## Peoria

Project Success' Sara Dill has always thought that Peoria has well-run services for those in need. Dill now sees Peoria's role as "providing opportunities so anyone who wants to volunteer in any capacity has access to do so." Following the Summit's attention to the goal of mentoring, the Peoria delegation team plans to focus on expanding its mentoring programs, but will not limit volunteer choices to this. Dill also noted Peoria's wish to involve youths in the process because, as she points out, "They are living it . . . we need to listen to them and have them internalize civic duty as well . . . to inform Peoria, and educate Peoria to enable Peoria."

## Springfield

Leroy Smith, Jr. of the Springfield Housing Authority sees the problems facing the nation's youths as a crisis situation. "It's impossible not to read the papers or go to the park without seeing the problems of crime, violence and drugs," he says. What Smith liked about the Summit was the



*Springfield Delegates*

national attention focusing on these issues and the networking meetings where program ideas were exchanged. Smith says the Springfield Housing Authority will begin a new flight school program in June called *Future Leaders In the Gate Headed For Tomorrow*. This seven-week program is aimed at giving youths the five resources presented at the Summit. Smith is not only satisfied that these young participants will learn a unique skill; he's proud that they will be giving back to the Springfield community by volunteering two hours a week as part of the program.

## Champaign-Urbana

Rob Sheehan found the Summit to be an eye-opening experience in showing that our nation's youths are in crisis, with "lives being lost everyday." That revelation, he said, led him and the rest of the Champaign-Urbana delegation to serve





Champaign-Urbana Delegates

as a steering committee at a community-wide conference for all local community leaders with the aim of involving others in the process of finding resources for their youths. In addition, they plan to catalog the existing volunteer needs in the community, and develop a "promise book," much like the one in Philadelphia. This book would detail volunteer opportunities as well as corporate and other non-profit commitments throughout Champaign and Urbana.

Selin Song, a 16-year-old delegate, saw the Summit as a good starting point, but thinks that the work is starting now, as opposed to winding down after the Summit in Philadelphia. She said that "more youths need to be involved and active in the process." Her delegation agrees, and will hold a youth summit in the near future to discuss the issues with youths and get their input in the process.

## Rockford

The Rockford delegation returned inspired from the Summit, pledging to reach 2000 Rockford at-risk youths by the year 2000. To fulfill this goal, the group plans to marshal its leadership and energy to engage the community in a Rockford Summit before the end of the year. "We believe the thoughtful mobilization and coordination of current community resources and volunteers can create a quantum leap in our ability to invest in the future of the children and youths of Rockford," the delegation stated.

Although the focus of the Summit was on today's youths, Elaine Pfluger, Director of RSVP (Retired Senior Volunteer Program) of Winnebago County, thinks senior citizens have a lot to offer too. In Winnebago County, for example, RSVP plans to double its current 80 in-school mentors by the year 2000. RSVP also plans to add more creative and meaningful jobs for senior and youth partners as well.

## DeKalb

Dawn Sturma, the DeKalb delegation organizer and United Way Executive Director, is looking forward to today's Mansion Meeting because she thinks the meeting will continue to foster the exchange of ideas that benefited her so much in Philadelphia.

The DeKalb delegation is currently in the process of redefining its goals. While members believe that their programs already address the five goals of the Summit, they want to serve as a catalyst and involve more people in the effort. Initially, the group will contact local branches of businesses and non-profits who have made national pledges and have an all-school workshop to get input on needs of youths.

As the Director of United Way, Sturma sees her role as one of matching agency needs for volunteers to private sector donations. This function will be helped, she says, by a needs assessment which is currently in progress and a DeKalb Summit by the end of 1997.

## Chicago

Everyone agrees that a good deal of media attention and hype surrounded the three days of the Philadelphia Summit. Brooke Wiseman, Executive Director and Chief Executive Officer of the Girl Scouts of Chicago, is glad community service got coverage, even if it was brief. Wiseman says, "If people don't hear about the good things happening, they don't believe that they *do* happen." The Chicago delegation believes good things are happening in community service, too. So much so, that the delegation has pledged to provide 40,000 additional youths with access to the five fundamental resources by the year 2000.

Doing his part, Commissioner Daniel Alvarez, Sr. of the Chicago Department of Human Services has made a personal pledge to ask everyone in his department to consider becoming a volunteer. Alvarez also said he will ask the 300 agencies the Department funds about committing to community service, as well.

"This city is large and complex" said Wiseman. "The programs are already there; now we just need to build bridges between the need, the volunteers, and the resources available." □



## ILLINOIS COMMISSION ON COMMUNITY SERVICE

### Commission Members:

Chair: Helen Shumate, Director of External Affairs, Ameritech, Chicago

Vice Chair: Stan Levy, Ph.D., Champaign

Michael Alter, The Alter Group, Wilmette

Daniel Alvarez, Chicago Human Services Department

Jane Angelis, Ph.D., Director, Illinois Intergenerational Initiative, Carbondale

Delbert Arsenault, Executive Director, Chicago Youth Centers, Chicago

Shane Cambrono, Public Allies, Chicago

William Braden, Chief Executive Officer, American Red Cross, Chicago

Mark Fazzini, Olympia Fields Police, Homewood

Paul Foppe, Student, University of Illinois, Urbana

Carla Gosney, Director, RSVP, Quincy

Ross Klicker, Illinois State Pipe Fitters' Local 597

Cheryl Lefler, Executive Director, Illinois Coalition for Community Services, Monmouth

Sheila Lyne, Commissioner, Chicago Public Health Department

Dorothy Miaso, Executive Director, Literacy Volunteers of Illinois, Chicago

John Petrilli, Springfield

Eugene Quinn, Rockford

Fred Rodriguez, Ph.D., Western Springs

Matt Rodriguez, Superintendent, Chicago Police Department

Joseph Spagnolo, State Board of Education

John Stroger, President, Cook County Board, Chicago

Ronald Temple, Chancellor, Chicago City Colleges

Paul White, Executive Director, CEFS Economic Opportunity Corp., Effingham

Granada Williams, Executive Director, Rockford Human Services, Rockford

### Commission Staff:

Jeanne Bradner, Director of Programs

Gail Hedges, Director of Administration and Finance

Antoinette Spinner, Program Coordinator

Deborah Holder, Office Coordinator



**R**ecently, *SERVE Illinois* spoke with Helen Shumate, Chair of the Illinois Commission on Community Service and one of the Governor's Delegates to the Summit. In this interview Ms. Shumate talks about her experiences.

**Q:** What effect did the Summit have on you?

**A:** The Summit sparked renewed excitement about community service and volunteerism. It also served as a catalyst in pulling people together with the goal of helping children. The best part is that the initial impact has created a chain reaction throughout this state. A lot of Illinoisans caught the volunteer spirit just hearing about the Philadelphia experience, and are now asking how they can help.

**Q:** What is the Illinois Commission's goal?

**A:** The Commission's purpose is to promote community service and volunteerism through public awareness, grants, technical assistance and conferences.

In relation to the Summit, the Delegations and the Commission will develop a unified state plan for volunteerism and community service benefiting young people. We will also act as a statewide vehicle for communications and a clearinghouse for community service needs and resources.

**Q:** What will be your first step?

**A:** Our first step will be to hold meetings like today's Mansion Meeting throughout Illinois to get input in drafting this plan.

**Q:** What can Illinoisans do to help?

**A:** It will take meaningful and sustained service on all of our parts, as individuals, to improve the quality of life for Illinois youths.

## ILLINOIS DELEGATES TO PRESIDENTS' SUMMIT

### ★ The Governor's Delegation

Bishop Sharon Brown-Christopher  
Resident Bishop  
United Methodist Church of Springfield  
Linda Kolbusz

Assistant Superintendent for Program  
Development at School District No. 300  
in Carpentersville, and District  
Coordinator, Project Success

Robert Morrison  
Chief Executive Officer, Kraft Foods, Inc.

Helen Shumate, Chair  
Illinois Commission on Community  
Service, and Director, External  
Relations, Ameritech

Christopher Zorich  
Chicago Bear and Chairman  
The Christopher Zorich Foundation

### ★ Peoria

John Alms  
Northside Action Council

Jennie Armstrong  
Heartland Clinic

McFarland Bragg  
Peoria Citizens Committee for Economic  
Opportunity, Inc.

Laraine Byrson  
Tri-County (Peoria) Urban League

Sara Dill  
Project Success

Lowell "Bud" Grieves  
Mayor, City of Peoria

Ken Hinton  
Valeska Hinton Early Childhood  
Education Center

James Runyon  
Notre Dame High School (Alternate)

Bruce Snyder  
Riverfront Development Corporation

Vicky Stewart  
Peoria Area Community Foundation

Craig Young  
Heart of Illinois United Way

### ★ Springfield

Leroy "Andy" Anderberg  
YMCA

Lila G. Christensen  
Lincoln Land Community College

Doris Chambers  
Springfield Urban League, Inc.

Kara Marie Fitzgerald  
Heritage Manor Nursing Home

Capt. Michael R. Heap  
Illinois National Guard/Operation  
First Choice

John P. Kelker  
United Way of Central Illinois, Inc.

Sandy Robinson II  
City of Springfield

Brisbane Rouzan  
University of Illinois at Springfield

Leroy Smith, Jr.  
Springfield Housing Authority

Carol Zerkle  
Springfield Children's Museum

### ★ Champaign-Urbana

Erica Dupuis  
UIUC

Bobbie Fein  
Children's Home & Aid Society

Mildred Griggs  
UIUC College of Education

Rick Kubetz  
Champaign Co. Chamber of Commerce

Dannell McCollum, Mayor  
City of Champaign

Thom Moore  
UIUC Psychological Services Center

Tracy Parsons  
Urban League of Champaign County

Tod Satterthwaite  
Mayor, City of Urbana

Rob Sheehan  
Leadershape, Inc.

Selin Song  
University High School

Barb Wysocki  
University High School

### ★ Rockford

Reverend Dr. Denver Bitner  
Zion Lutheran Church

Rebecca A. Cook  
United Way of Rock River Valley

Jonathan L. Ferguson, M.D.

Karol Hammond  
Take It Back Watch Group

Elaine Pfluger  
RSVP of Winnebago County





Molly Phalen  
Rockford Education Association

Audon Rivera  
Youth Build Rockford

Thomas Sanders  
Ellis Elementary School

Saul Serna  
Century 21 Country North, Inc.

Ray Wood  
Rockford Products

#### ★ DeKalb

Mike Berg  
The Midweek

Tracy Bond-Facen  
The Daily Chronicle

Randy Bourdages  
LNB National Bank

Brett Brown  
Burns and Brown Attorneys at Law

Bessie Chronopoulos  
Mayor, City of DeKalb

Micki Chulick  
Community Coordinated Child Care

Glenn Davis  
DeKalb School District #428

Bertrand J. Simpson  
Community Member

Jerry Smith  
Castle PrinTech

Dawn Sturma  
DeKalb United Way, Inc.

#### ★ Chicago

Reverend Daniel Alvarez, Sr.  
Chicago Department of Human Services

Daniel F. Bassill  
Cabrini Connections/Tutor/Mentor  
Connections

John L. Borling  
United Way/Crusade of Mercy, Inc.

Dolores E. Cross  
Chicago State University

Vanessa P. Fraction  
Student Representative

Susan Norris  
Volunteer Center, United Way/Crusade of  
Mercy, Inc.

Reverend Jesse Jackson  
Rainbow Push Coalition

Dr. Elaine M. Schuster  
Office of Catholic Education

Nancy A. Stevenson  
Voices for Illinois Children

Brooke M. Wiseman  
Girl Scouts of Chicago

#### ★ Delegates At Large

Dr. Don Argue, President  
National Association of Evangelicals

Mary Babson, Principal  
Arthur Anderson

Paula A. Banks, President  
Amoco Corporation

Ken Barun, President & CEO  
Ronald McDonald House Charities

Richard Behrenhausen, Vice-President  
Robert R. McCormick Tribune

Alan Benedeck, Consultant  
Alan Benedeck & Associates

Karl Berolzheimer  
National Chairman of the Board

Phillip Bleicher  
Student Alliance

James R. Boris  
Chief Executive Officer and Chairman  
EVEREN Securities, Inc.

William L. Braden, CEO  
American Red Cross Mid-America

Sue Calder  
League of Women Voters

Noel Castellanos  
La Villita Community Church

Jerry Choate, Chairman & CEO  
Allstate Insurance Company

Cheryl Cornelius  
MidAmerica Leadership Foundation

John Costello, Senior Vice-President—Marketing  
Sears, Roebuck and Co.

Richard A. Dehrenhausen  
Robert R. McCormick Tribune Foundation

Yvonne Delk  
Community Renewal Society

Anne Cohn Donnelly, DPH, Executive Director  
National Committee to Prevent Child Abuse

Dan Edelman  
Edelman Public Relations

Dan Emerson  
YMCA of the USA

James E. Ervin, Third Vice-President  
Lions Club International

Richard E. Friedman, President & Chair  
National Strategy Forum

H. Laurence Fuller, President  
Amoco Corporation

Luis Vicente Giay, President  
Rotary International

Zac Goldberg  
YMCA of the USA

Alex Gonzales  
MidAmerica Leadership Foundation

Gerald Greenwald, Chairman, President & CEO  
United Airlines, Inc.

Patrick G. Hays, President & CEO  
Blue Cross/Blue Shield Associates

Christine Hildy, Special Program Manager  
CATCH-Community Access to Child Health

William "Bud" Ipema  
MidAmerica Leadership Foundation

Jeffrey D. Jacobs, President  
Harpo Entertainment Group

Craig Jeffrey, Executive Director  
Caring Programs for Children

Jim Jenness

Ronald Kinnamon, Asst. Natl. Executive Director  
YMCA of the USA

John D. Kretzan, Co-Director  
Asset Based Community Development Institute

Edward M. Liddy, President & CEO  
Allstate Insurance Company

Arthur Martinez, Chairman & CEO  
Sears, Roebuck, and Co.

Rick Mazursky, Vice-President  
Tootsietoy-Strombecker

Stephen McConahey, President & CEO  
EVEREN Securities Inc.

Betty McDowell, Assoc. VP for Academic Services  
Southern Illinois University

John McKnight  
Center for Urban Affairs and Policy  
Northwestern University

Alan McMillan, Vice-President  
National Safety Council

Charlie Moskos  
Northwestern University

Mary Nelson  
Bethel New Life

James Opie, President  
National Fraternal Congress of America

David Paeth  
Belleville AmeriCorps

Judge Howard Patterson, First Vice-President  
Lions Club International

John Penn  
Livingston McLean County Trades Council

Mary Pittman, President  
Coalition for Healthy Cities and Communities

Michael Quinlan, CEO  
McDonalds Corp.

Elsbeth Revere, Associate Director  
John & Catherine MacArthur Foundation

## ILLINOIS DELEGATES – *continued*

Edward Rust, *Chairman & CEO*  
*State Farm Insurance Co.*

Dr. Ted Sanders, *President*  
*Southern Illinois University*

Diana Sauter  
*Chicago Children's Museum*

Gerard Scannell, *President*  
*National Safety Council*

Paul Schrage, *Chairman*  
*Ronald McDonald House Charities*

Timothy Schwertfeger, *Chairman & CEO*  
*John Nuveen Company*

Dan Shure, *President & CEO*  
*Tootsietoy-Strombecker Corp.*

Adele Simmons, *President*  
*John & Catherine MacArthur Foundation*

Robert Sorensen, *Executive Director*  
*Div. of Higher Education and Schools*

Laurie Stinson, *Executive Director*  
*Allstate*

Eileen Sweeney, *Manager, Civic Affairs*  
*United Airlines WHOPR*

David Tetzlaff, *Exec. Vice-President*  
*National Fraternal Congress of America*

Tom Tonniges, *CATCH Director*  
*American Academy of Pediatrics*

James Varenhorst, *Grand Secretary*  
*Benevolent & Protective Order of the Elks*

Sue Vineyard, *Managing Partner*  
*Vineyard-McClurley Systems*

Rita Wilson, *Senior Vice-President*  
*Allstate*



Serve Illinois is a publication of the Illinois Department of Commerce and Community Affairs' Commission on Community Service. Send articles for submission and suggestions to:

ICCS: Antoinette Spinner, Editor  
Illinois Department of Commerce and Community Affairs  
100 W. Randolph, Suite 3-400  
Chicago, IL 60601

312/814-5225 or 800/592-9896  
TDD: 800/419-0667



Illinois Department of Commerce  
and Community Affairs  
Illinois Commission on Community Service  
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239554

THE WHITE HOUSE

WASHINGTON

October 22, 1997

197 OCT 22 PM 5:09

MEMORANDUM FOR THE PRESIDENT

FROM

BRUCE REED *BR*  
CHUCK RUFF *CR*

10-3-97

RE: Attached ONDCP Memorandum on the Southwest Border Region

Attached is a memorandum that General McCaffrey sent to you outlining recommendations on how to improve the Administration's drug interdiction efforts along the Southwest border. Although we share the General's concerns, we do not support his recommendations at this time and do not believe this issue should be tasked to the Drug Policy Council for resolution.

First, the Treasury and Justice Departments have strong reservations about ONDCP's recommendations. In fact, less than a month ago, we met with Secretary Rubin, Attorney General Reno, and General McCaffrey to discuss coordination of border-related issues. At that time, General McCaffrey was preparing to send a report to Congress on the Southwest border that made the same recommendations as the attached memorandum. Secretary Rubin and the Attorney General expressed their opposition to sending this report to Congress, and General McCaffrey agreed to hold it. Rubin and Reno -- who oversee the enforcement agencies that carry out the drug, crime, trade and immigration laws along the border -- have concerns that assigning a single, federal official at each point of entry to coordinate drug interdiction will negatively affect or conflict with our immigration and trade policies.

Second, several other border-related issues are currently being discussed in the White House and among the agencies, and will need to be resolved over the next few months. Most notably, the Commission on Immigration Reform recently released its final report recommending that the Immigration and Naturalization Service (INS) be disbanded and its responsibilities -- including border enforcement -- parceled out to various agencies. In the wake of this report, Members of Congress have introduced INS reform plans and included appropriations language requiring the Administration to submit similar plans by early next year.

Because of all the above, we proposed at our recent meeting with Secretary Rubin, the Attorney General, and General McCaffrey that a White House-led working group consider all border-related proposals and the issues of drug and crime enforcement, immigration, and trade that they raise. We have met internally and concluded that the White House group will be led by DPC; include Counsel's Office, OMB, NSC and NPR; and will closely coordinate with all the affected agencies to ensure that their issues are fully considered. Although we recognize ONDCP's specific mandate to oversee the High-Intensity Drug Trafficking Areas and coordinate certain counterdrug technologies and intelligence -- and support these issues being discussed by

the Drug Policy Council -- border issues that go beyond the reach of drug policy would be more appropriately handled by the process we have outlined. At OMB's request, we expect to have some initial recommendations before the budget process is concluded. We recommend that you support this process for coordinating border-related issues.





EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF NATIONAL DRUG CONTROL POLICY  
Washington, D.C. 20503

October 7, 1997

97 OCT 9 AM 10:48

**MEMORANDUM FOR THE PRESIDENT**

**FROM: BARRY McCaffrey**

**SUBJECT: ONDCP Field Visit to Drug Control Efforts in the Southwest Border Region**

**1. PURPOSE.** The purposes of this memorandum are to: (a) summarize Office of National Drug Control Policy observations made during the recent ONDCP-led trip to the Southwest border; (b) report on the status of counter-drug efforts in this region; and (c) suggest interagency consideration of how federal drug control efforts along the border can be improved.

**2. EXECUTIVE SUMMARY**

- a. From August 24, 1997-August 29, 1997, ONDCP led a delegation of federal officials on a fact-finding trip along the U.S. Southwest border. Our purpose was to review federal drug control program agency efforts to stop drug trafficking and stem drug-related violence and corruption. We also met with state and local officials in each of the border states to hear their perspectives of the drug threat. Finally, we discussed cooperative drug control efforts with Mexican officials in four major Mexican border cities (Ciudad Juarez, Nuevo Laredo, Nogales, and Tijuana).
- b. Establishing adequate control of our Southwest border is an increasingly important U.S. national security interest. As U.S.-Mexico trade continues to grow -- it has increased 122 percent since 1990 (going from \$59B to almost \$130B in 1996) -- so do the opportunities for drug trafficking. This 2,000-mile border is one of the most open and busiest in the world. Last year, 254 million people, 75 million cars, and 3.5 million trucks and rail cars entered the United States from Mexico through 39 crossings and 24 ports of entries (POEs). We estimate that more than half of the cocaine on our streets, and large quantities of heroin, marijuana, and methamphetamines also enter the U.S. across this border. The enormous profits associated with this drug trade and the propensity of U.S. and Mexican criminal drug trafficking organizations to use violence and bribes to further their operations foster both corruption and lawlessness. A manifestation of this problem is the wave of murders in the Mexican border town of Ciudad Juarez following the recent death of Mexican trafficker Amado Carrillo Fuentes.
- c. Over the past four years, the administration has significantly increased the federal presence along the Southwest border. Some examples:
  - Customs' budget for Southwest border programs has increased 72 percent since FY93.

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- DOD's drug control budget for the Southwest border has increased 53 percent since FY91.
- The number of U.S. Attorneys handling cases in the Southwest border region has increased by 80 percent since FY90.

This federal attention is making a difference. For example, violent crime is down in California, New Mexico, and Texas. Federal drug seizures have also increased; USBP FY96 marijuana seizures were up 50 percent over FY94's 50,000 pounds.

- d. Despite these successes, much remains to be done. For example, added inspection resources have not increased our ability to adequately screen trucks. Last year about 900,000 (about a quarter of the total) U.S.-bound trucks were subjected to drug control inspections. Cocaine was found in just sixteen. Our current interdiction efforts almost completely fail to achieve our purpose of reducing the flow of cocaine, heroin, and methamphetamines across the border. We need to shift from a manpower/physical inspection approach to one that is intelligence-driven and that employs emerging technologies to conduct non-intrusive searches. Based on our observations during this trip, ONDCP suggests the following measures will help improve federal drug control capabilities along the Southwest border:

- Improve accountability.
- Expand cooperation with Mexico.
- Develop a comprehensive intelligence architecture.
- Develop a system that matches resources with threats.
- Integrate technology.
- Strengthen the High Intensity Drug Trafficking Area (HIDTA) program.
- Build infrastructure to support the rule of law.
- Encourage private sector support of our efforts.
- Implement a systems approach to drug control efforts.
- Continue DOD's support role.

### 3. DISCUSSION

- a. **Improve accountability.** At least ten federal agencies and scores of state and local governments are involved in drug control efforts along the Southwest border. However, no individual or agency has overall coordination responsibility for drug control operations along the length of the border or even within individual POEs. That being said, federal



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agencies at major POEs are forming quality improvement committees as an ad hoc measure to improve coordination. Functional and sectoral accountability must be established. Specific ONDCP suggestions include:

- Assign direct responsibility for coordinating all federal drug control efforts along the Southwest border to one federal official.
  - Designate an "in-charge" federal official at each POE.
- b. Expand cooperation with Mexico.** The United States alone cannot stop drug trafficking across the Southwest border. Expanded cooperation with Mexico is essential. Ongoing cooperative initiatives at the local, state, and national levels -- such as FBI training of Mexican law enforcement officials and Bilateral Liaison Mechanisms (BLMs) that link cross-border communities -- should be our building blocks. Specific suggestions include:
- Encourage BLMs to address drug trafficking and drug-related problems.
  - Establish Mexican law enforcement liaisons with U.S. Southwest border HIDTAs while maintaining appropriate strict security measures.
- c. Develop a comprehensive intelligence architecture.** Current U.S. intelligence capabilities along the Southwest border are clearly inadequate. Federal, state and local law enforcement officials conducting drug control operations do not normally receive timely or actionable intelligence or information. Intelligence is not adequately shared among Federal and state agencies. NDIC and EPIC roles are not supportive of operating elements. Our intelligence and information systems must:
- Bring together all federal, state and local intelligence collection, analysis and dissemination efforts.
  - Create a seamless intelligence operation covering the entire 2000-mile border and contiguous waters.
  - Encourage law enforcement officials at all levels to conduct intelligence-driven/information-based operations.
  - Encourage appropriate, strictly protected sharing of information with vetted counterpart Mexican organizations.
- d. Develop a system that matches resources with threats.** Available information about the drug threat is fragmented and incomplete. It is difficult to obtain a succinct, up-to-date assessment of the drug threat either along the entire border or in any specific state or sector. Similarly, there is no readily-available integrated overview of federal efforts to address the drug threat. The end result is that there is often no direct link between current operations and an intelligence analysis of the dynamic threats we face. Specific ONDCP suggestions include:

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- Develop the capability to track the drug threat, drug control assets, and sectoral responsibilities into an automated, digital, grid-based schematic format covering both sides of the border.
  - Update this information on a real time basis and link it to a centralized Southwest border intelligence and coordination headquarters.
  - Create an intelligence system through the five SW Border HIDTAs that will allow law enforcement and policy-makers to monitor the changing nature of the trafficking threats and adapt efforts accordingly.
  - Use this carefully protected counter-drug information to prioritize and conduct counter-drug operations and assess new manpower and technology needs.
- e. **Integrate counter-drug technology.** The enormous growing volume and importance of legitimate commercial trade in goods and services between the United States and Mexico is good news for America. However, with this volume of trade, no number of new agents alone can manually prevent the influx of drugs into the United States. Technological advances hold the key to allowing the relatively unfettered flow of legitimate trade, while capturing from this flow illicit traffic in drugs, drug money, and precursor chemicals. The technology currently being deployed is, for the most part, inadequate and/or already outdated. Hundreds of Border Patrol agents conduct dangerous night operations without basic equipment, such as night vision optics. The three operational x-ray machines (two are at fixed sites, one is a mobile prototype) provide inadequate coverage and are easily avoided by traffickers. Another six are scheduled to be operational by mid 1999. We need to ensure that authorities manning this border have access to the most up-to-date counter-drug technologies possible so that:
- Every truck and train that crosses the border into the United States can be subjected to at least three different non-intrusive inspections that can detect illegal drugs.
  - The physical and or electronic transfer of drug monies out of the United States can be detected.
  - Sensors, lighting and remote night vision devices monitor areas between POEs.
  - Law enforcement officials along the border are equipped with digital communications equipment, observation devices, detection devices, and other technologies necessary to their tasks.
- f. **Strengthen the High Intensity Drug Trafficking Area (HIDTA) program.** Although degrees of success vary, the five Southwest border HIDTAs are each substantially improving the ability of law enforcement officials to combat drug trafficking. The effectiveness of HIDTA programs along the border can be improved by:
- Ensuring the five HIDTAs coordinate all federal, state and local counter-drug activities in their jurisdictions.



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- Increasing coordination among the border HIDTAs (for example, facilitating the flow of intelligence information on a real time basis, creating exchanges about programs that work, and coordinating programs on a regional basis).
  - Establish strictly-protected coordination between HIDTAs and counterpart Mexican authorities.
  - Improve coordination between HIDTAs, U.S. drug control program agencies, and state and local prevention, treatment, and enforcement agencies.
- g. Build infrastructure to support the rule of law.** In 1907, President Theodore Roosevelt issued a proclamation establishing federal control of a strip of land sixty feet wide along the entire U.S.-Mexico border. His intent was to assure the federal ability to secure the border. There was no follow-through on his proclamation. We must address serious infrastructure shortfalls in order to prevent the flow of illegal goods and persons -- in particular drugs and drug traffickers -- into the United States. Barriers and surveillance devices work. Along the Imperial Beach, San Diego section of the border for example, there were sixty murders and 10,000 pounds of marijuana seized three years ago. Last year, after the installation of fences and lights backed up by more Border Patrol Agents, there were no murders, and just six pounds of marijuana were seized. Specific suggestions include:
- Develop a strategic five-year plan to build access roads to allow patrolling of the border and to erect fences and lights in high trafficking areas.
  - Assign one federal agency responsibility for planning, building, and maintaining roads and barriers.
- h. Encourage private sector support of our efforts.** The scope of this challenge will require private sector support, particularly from those who hold substantial stakes in the success of U.S.-Mexico relations. The private sector can help by:
- Assisting in the development and deployment of new technologies that can detect drugs without slowing the two-way movement of goods and services.
  - Implementing self-regulatory procedures to prevent drugs from being hidden in legal transactions.
- i. Implement a systems approach to drug control efforts.** Over or under emphasis on any component of the overall drug control effort detracts from overall effectiveness. Increasing, for example, the number of inspectors and agents without a corresponding increase in capabilities within the prosecutorial and detention systems can overwhelm the latter. As we continue to increase federal drug control resources in the Southwest border area, we must ensure the build-up is steady across the board. In particular, we must ensure that:
- Drug control programs are appropriate to the challenge.

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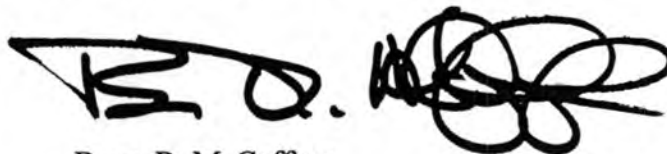
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- Our programs continue to respond to the dynamic nature of the drug threat
- Department and agency build-ups are coordinated.

**j. Continue DoD's support role.** The U.S. Armed Forces are providing invaluable support to federal, state, and local law enforcement agencies in the Southwest border region. This support should continue. However, all Title 10 (active components) and Title 32 (Guard and Reserves) support missions must be carefully scrutinized to ensure assigned missions are compatible with unit and individual capabilities. We should also consider making appropriate investments in those areas where our troops are being employed as a result of federal drug control program agency shortfalls.

**4. CONCLUSIONS.** The flow of drugs across the Southwest border has not been significantly curtailed despite tactical success that have caused changes in smuggling routes and techniques. Drug trafficking and violence remain persistent and growing threats to border region residents. While the obstacles our law enforcement officials face in stemming these threats are significant, they are not insurmountable. Our significant investments along the Southwest border are beginning to pay off. Future success is dependent on adjusting existing organizations to better support ongoing federal, state, and local law enforcement efforts. Harnessing emerging technology is a must. The ten initiatives outlined in this report might usefully orient the already extensive federal anti-drug effort in the region. ONDCP will table them with your Drug Policy Council over the coming months. Our intent is to provide you a fully-coordinated and supportable plan of action in the spring.

V/R



Barry R. McCaffrey  
Director  
Office of National Drug Control Policy





EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF NATIONAL DRUG CONTROL POLICY  
Washington, D.C. 20503

October 7, 1997

97 OCT 9 AM 10:48



11-3-97

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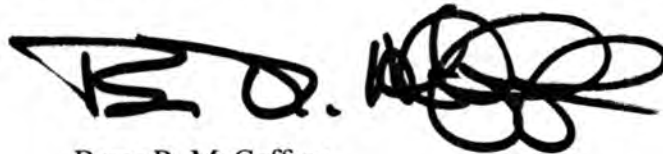
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V/R



Barry R. McCaffrey  
Director  
Office of National Drug Control Policy





THE WHITE HOUSE  
WASHINGTON

October 14, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: ERSKINE BOWLES   
SUBJECT: Daily Report

✓ 11-3-a7

This memo provides updates on some issues White House offices are tracking today.

OSTP

Cassini Mission to Saturn: NASA's Cassini spacecraft remains on schedule for a launch from Cape Canaveral tomorrow morning. The launch window extends from 4:43 am to 7:03 am EDT. The launch site weather forecast shows an 80% chance of being acceptable for launch Wednesday morning. The Justice Department anticipates further legal efforts later today to block the launch. The request for a temporary restraining order was denied by a district judge in Hawaii over the weekend, but the plaintiffs in that case are likely to seek a rehearing or appeal to the Ninth Circuit later today. A request for a rehearing would likely focus on last week's indictments of officials of a company accused of supplying fraudulently marked substandard parts for use in both the Cassini spacecraft and the launch vehicle. NASA and the Air Force have, however, known about these allegations for over two years, and long ago they replaced all the critical parts supplied by the affected firm that could have threatened the safety or performance of the spacecraft or the launch vehicle.

CEA

Nobel Prize: The Nobel Prize in Economics was awarded today to Robert C. Merton of Harvard University and Myron S. Scholes of Stanford University for their work (undertaken in collaboration with the late Fischer Black) in developing methods for analyzing and pricing financial options. A financial option gives its owner the right--but not the obligation--to purchase or sell an underlying asset at a prearranged price. For example, holding one type of stock option would allow an investor to buy a share of stock at a given price that is fixed in advance by the terms of the option contract. Merton and Scholes' research, which dates from the 1960s and 70s, made it possible to determine what the price of an option should be, which in turn paved the way for the creation of the enormous global market in stock options and derivatives that exists today. Most options traders calculate some version of the famous Black-Scholes formula for determining option prices many times each day.

NSC

Please see attached report from General Don Kerrick

TIME OF TRANSMISSION:

~~SECRET~~

TIME OF RECEIPT:

238496  
238367**WHITE HOUSE  
SITUATION ROOM**

DECLASSIFIED

E.O. 13526

White House Guidelines, May 16, 2017

By M NARA, Date 10/1/21

209-0996-5

PRECEDENCE:

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(1) BOWLES DAILY REPORT

(Classified returned to

(2) EMANUEL WEEKLY REPORT

NSC)

TO (AGENCY)DELIVER TODEPT/ROOM NO.PHONE NUMBER

SEAN MALONEY FOR THE PRESIDENT

(INFORMATION)

cc: JOHN PODESTA

NANCY HERNREICH

REMARKS:

COMM CENTER: PLEASE PROVIDE SEAN MALONEY WITH THREE COPIES



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THE WHITE HOUSE  
WASHINGTON

October 10, 1997

11-3-97

MEMORANDUM TO THE CHIEF OF STAFF  
FROM RAHM EMANUEL  
SUBJECT WEEKLY REPORT

**CRIME/DRUGS:** On Thursday we announced an industry wide voluntary agreement to supply all handguns with a child safety device. On Friday afternoon the gun manufacturing company Browning put out a press release announcing that they will also join this agreement. My goal is to have other gun companies continue to join the industry agreement. We need to keep our eye on the enlisted companies to ensure that they adhere to their agreement. I have some real reservations about some of the executives.

Senator Kohl who is the sponsor of the trigger lock legislation would still like to submit his amendment. I told him that we did not have a problem, but that he should include imported handguns. Without a new twist, such as imports, I do not think Senator Kohl will get the necessary votes for his amendment.

In response to Senator Feinstein's request that we look at the assault weapon-like imports, the President could sign a directive to ATF asking for a suspension of imports until we establish a firm criteria. We are ready to move when the President is ready to move and I believe the sooner the better.

We are also ready to proceed with a letter from the President to the Governors encouraging them to submit their state sex offender files to the FBI. Only 11 states have submitted their files and this is hampering the Administration's effort to create a national registry.

**ECONOMY:** In the course of the next two weeks the President will have the opportunity to release some very important new economic data. I think it is important that the President's schedule be adjusted in order for his participation in the release of this information. Every national poll shows that the economy's performance is key to his high job approval numbers. We should not lose the opportunity to place him in an economic context.

I also think that in early January, before the State of the Union, the President and Vice President should host a White House Economic conference modeled on the Little Rock conference. We are now in a situation without a budget target or job creation goal (i.e. 8 million jobs). We do not have a specific economic program or identifiable agenda. The GOP will have a flat tax and we need something to change the debate.

**PRESS:** I am working with James Bennett and Robert Pear on a story of how the White House develops policy. The Washington New York Times editor thinks we do a very good job of producing policy. I am trying to get Gene and Bruce to work with the reporters. My guess is the story will run in three weeks.

Tom Edsall from the Post is thinking of writing a story on the debate within the party about its future direction. I think if it can be managed correctly, it can be a positive story on how we have changed the direction and philosophy of the party.

I have attached two articles from the weekend papers that I wanted to make sure you saw. The first article is a summary of Luntz' recommendations to the GOP on message and communication. The most important recommendation is for the GOP to focus on principles and a values laden communication. This was our 1996 message and the farther we get from the election the more we forget this lesson.

The second article is by Kevin Phillips. His analysis is that an economic downturn combined with a political scandal has historically lead political upheaval.

**CAMPAIGN FINANCE:** We should be ready soon with the complete list of nominees for the Free TV Commission. In addition to the commission, we need to assign our FCC nominees the job of looking at this issue of free air time for candidates.

Senator Feingold thinks we should call the Senate back into session to produce reform legislation. If we did, the only thing we could produce is a soft money ban. I am not sure that works to the advantage of Democrats. It may be better to have no legislation and have the GOP be responsible for the failure to secure passage of any legislation.

**EDUCATION:** Bruce and Elena have been meeting with the staffs of the Education and Justice Departments to review the same sex public school case in New York. If possible we should come out for same sex public schools and endorse the concept as part of our public school choice program. It would also help bring attention to our education agenda.

I have suggested to Bruce that one way to break the impasse on national standards is to put \$50 million in the title six block grant to pay for the administration of the national and state test. We should fund state cost for administering their own test in reading and math as long as they meet the criteria set out in our national test. This would give the GOP leadership something to give their Governors and we would get our national test.

About three weeks ago the New York Times ran a front page story about the success and wide use of school uniforms in the public schools. I think that whenever the President travels domestically that a class from a local school that has adopted a uniform policy should be invited to meet him at the airport. It is a better picture then a greeting from politicians and it sends a very powerful values message to the national and local media.



# Speak Less Loudly And Stop Calling the Speaker 'Newt'

WASHINGTON

**A**FTER the election of 1994, President Clinton sank into despair as Republicans took control of Congress. But ever since a resurgent Mr. Clinton won re-election last year, it is the Republicans who have been suffering through a crisis of confidence.

Now self-flagellation is practically their favorite sport. For a year, debate has reverberated through the party ranks and the conservative intelligentsia: Was the loss of 1996 the fault of an uncompromising right wing? Was a tongue-tied, aging, Establishment candidate the problem? Was the party outmaneuvered by a Democratic President who stole its issues? Maybe moderates were to blame. Or how about the tide of history, which left conservatives looking for a new rationale after the cold war?

At least one Republican strategist thinks it's time to move on. Several months ago, Frank Luntz, the wunderkind consultant who helped draft the "Contract With America," sent Republicans in Congress an unsolicited, 222-page advice manual-cum-pep talk that began, "For all those who have complained that we have no 'message,' this book was written for you."

Here are excerpts from the prologue of his treatise, "The Language of the 21st Century," instructing Republicans on how to connect with the American public.

ALISON MITCHELL

Mr. Luntz then lists a dozen points:

1. *Principles are more important than policy or politics.* The hallowed halls of Washington echo with the sounds of Republican actors and activists clamoring for a new agenda. Yet in my weekly forays into real America, I have found that average Americans could not care less about agenda politics. Americans aren't searching for an agenda. They're looking for principles and the politicians who exhibit them. The way to convince a cynical populace that you deserve their support is to demonstrate that you are standing up for principle, not that you are loyal to a cause.



*'Mud splatters, and every time you attack, you soil yourself as well.'*

2. *Try going five minutes selling Republican ideas and principles without criticizing Bill Clinton or the Democrats.* Sure it's more fun to attack the opposition, particularly when they are so wrong, but the American people have had enough of all the bickering. . . . Remember, mud splatters, and every time you attack, you soil yourself as well.

3. *Stop overselling your achievements.* You may not want to hear this, but almost no one outside of the Beltway (or on Capitol Hill for that matter) thinks the recent budget and tax agreements are home runs. Why are you selling them that way?

4. *Stop being defensive.* Instead of talking about recent strategic failures, talk about the principles you have attempted to defend. For example, if the topic is your attempt to avoid a Government shutdown, ONLY talk about "getting your message across," "end games" and "doing a better job explaining things" IN PRIVATE. In public, you should instead talk about the PRINCIPLES of "working together," "listening to the people," "making the government run more effectively and less expensively" and so on. Americans want to know your motives. Only journalists want to know your tactics.

5. *Appeal directly to the voter.* You know just how overtaxed Americans feel they are. . . . You

know how much money Americans feel is wasted by Washington. Appeal to that emotion. Republican leaders have to attack the President from time to time, but if you want to be effective, get the American people on your side rhetorically BEFORE you launch.

6. *Embrace the moral agenda.* Four out of five Americans believe that our country is facing a moral crisis, yet too many Republicans judge the health of America by the Dow Jones Industrial Average. They are missing the sickness in the soul of our nation. You cannot shy away from discussing values. In fact you should embrace them. . . . America is in danger of winning the whole world — economically, militarily, ideologically — and losing her soul.

7. *Abolish the National Endowment for the Arts.* This makes sense for strategic reasons as well as on principle. Napoleon spoke of the importance of feeding your army if you expect your soldiers to go off to battle. You must deliver some nourishment to the true believers. The budget and tax agreements aren't going to drive social conservatives to the polls on Election Day. You need a symbol that both differentiates the two parties and stirs up the troops. If you truly believe in shrinking Washington and returning power (and money) to local authorities, start with the arts.

8. *Start a national-local education partnership.* Newt Gingrich's greatest accomplishment in the 104th Congress was shepherding welfare reform through Congress. Without the support, participation and political capital of the 32 Republican governors, welfare reform would still be on the shelf. The Speaker and the Senate majority leader need to adopt the same strategy in the education reform effort and that requires turning over the education debate to the governors.

9. *End Washington-mandated affirmative action now.* If welfare reform was the Speaker's crowning achievement, his unwillingness to abolish Federal affirmative action laws has been his biggest mistake.

10. *If you want to focus on policy rather than politics, stop talking about politics.* The only people who follow the internal struggles of the Congressional leadership are the players themselves. If you don't want the media to focus on inter-ethnic warfare, stop answering questions on the subject. Better yet, change the subject.

11. *Stop calling the Speaker "Newt."* The elected office generally holds a greater deal of respect than the man or woman who is temporary custodian of that title. That's why you never hear Bill Clinton's advisers or Cabinet officers referring to him by name (much less his first name). It's always "the President." If you really want to help restore Newt Gingrich's credibility, start referring to him by his title.

12. *Stop stacking votes.* For three straight years, Republicans have missed countless opportunities to receive deserved credit for passing popular legislation because they have held multiple high-profile votes in the same week. Take a lesson from Presidents Reagan and Clinton. Any more than one theme — or one major vote — at a time will be lost on the American people.

Before he launched into pages more of advice, Mr. Luntz said: "We don't need a Contract II or an Agenda 2000. We simply need to stop the name-calling and talk about principles."



# The New (Old) Politics of the Millennium

*History Tells Us Money and  
The Market Will Matter Most*

By Kevin Phillips

**W**atch the money and the business cycle. Watch the payoffs and corruption investigations. Watch the financial markets, especially the Dow Jones industrial average. This three-ring economic circus should provide the most important clues needed to answer the first question of 21st-century politics: Can the American political system renew the integrity of its parties and governmental processes?

Of course, if the imminent millennium ushers in a new and benign economic era, historic precedents and traditional relationships in American politics could wither. By 2003 or 2004, President Albert Gore could preside over the groundbreaking for the William Jefferson Clinton Center for International Peace, Progress and Prosperity.

On the other hand, if the business cycle and the Dow start to sink at the same time that Bill Clinton becomes the first president to be investigated by two special counsels, if Al Gore is found to have made still more fund-raising calls from his office, if the House Ethics Committee finds merit in new complaints about Newt Gingrich, the past 18 months of political placidity could start to look like the eye of a politico-economic hurricane.

Economics, clearly, do not always dominate American politics. Wars, race, culture and religion have also left a heavy impression. But economic booms and downturns have been associated with a number of major political upheavals—most vividly, the 1890s and 1930s. And scandals have decorated a number of elections: the corruption of the Grant administration in the 1870s, the Teapot Dome scandal in the 1920s and, more recently, the Watergate and Iran-contra affairs. But no one can

See POLITICS, C6, Col. 1

POLITICS, From C1

ignore the correlations between major bear markets on Wall Street and political turning points.

The current economic recovery began—officially, at least—in March 1991. Politics, however, have disagreed over its content and chronology from the start. When the Republicans talked about the "Bush recovery" during the 1992 presidential campaign, most Americans chuckled. In 1993 and '94, Democrats were still talking about the "recovery" as weak and unfair to working-class Americans. Only by late 1995 and early 1996 did they start to believe that it would last through the presidential election and become a feather of sorts in Clinton's re-election cap. Now the recovery is 78 months old. Its benefits are apparent to ordinary Americans as well as to financiers and corporate shareholders, so new theories are in vogue. Technology has ushered in a new era; the business cycle as we have known it is a thing of the past.

Even so, the experts are still counting. Seventy-eight months is a long recovery—in fact, the century's fourth-longest. The third-longest expansion encompassed World War II, lasting 80 months from June 1938 to February 1945. The second-longest was the Reagan boom, a 92-month upturn that stretched from November 1982 to July 1990, although in practical (but not official) terms, it was broken up by the severe farm-and-energy states recession of 1986 and by the stock market crash of 1987. The longest was the boom that preceded and accompanied the Vietnam War. It lasted 106 months, from 1961 to the winter of 1969-70.

In short, the present recovery is not unprecedented, but it is unusual. Whether it continues or ends has become a central yardstick of national politics as well as economics. In the 1990s as in the '20s, the '60s and the '30s, we have the usual string of economists tentatively announcing a plateau of prosperity and the end of the business cycle. Probably not. But surge or sag, the impact of the business cycle in the next few years will be a central factor in the 1998 and 2000 elections.

**A**long with the recovery has come a second kind of money culture—run-amok campaign finance and the reemergence of the Golden Rule—those who have the gold also rule.

Kevin Phillips is editor-publisher of the *American Political Report*. His latest book is "Arrogant Capital: Washington, Wall Street and the Frustration of American Politics" (Little Brown).

The effects are visible to all. There is a close correlation between campaign contributions and congressional voting patterns on issues ranging from trade and taxes to telecommunications and tobacco. There is the increasing congressional preference for backstage, lobbyist-friendly arrangements like budget summits and "fast-track" trade agreements. Congressmen and senators rent their souls in order to buy the latest campaign technology—subliminal ads, top-dollar voting lists, tracking polls and hired-gun consultants. The ultimate consequence is the glistening tip of the iceberg: the ethical reprimands, investigations against the president, the vice president and the speaker of the House.

Whatever could be said against previous presidents, vice presidents and speakers, never before have we seen the kind of "Triple Crown" we see now: ethical investigations of the government's top three elected officials.

On the other hand, with mega-mergers, a rising stock market and a measure of prosperity, there is no reason to expect a crackdown on money's domination of national politics. At the end of the last century, it took the Panic of 1893 to crystallize public dismay with the robber barons, the trusts and Wall Street's tight-money "Cross of Gold." Even though William Jennings Bryan narrowly lost the 1896 presidential race, populist reforms (from trust-busting, initiative-and-referendum to the progressive income tax) took center stage over the next two decades. In the 1920s, the public didn't insist on cleaning up Ponzi schemes, urban gangsterism à la Al Capone, stock swindlers, political graft and public utility holding companies until the Crash of 1929 became the Great Depression. Then, belatedly, America got the political, financial and fiscal reforms of the New Deal.

Which brings us to the Big Apple of 1990s political economics: the record bull market in stocks under its proud banner of the capitalist lion-rampant. There is no need to belabor the extraordinary parallels between the stock market run-up to the Crash of October 1987, and the 10-year run-up since then, nor the resemblance between the U.S. bull market of the last decade and a half and the Japanese stock market bubble that popped in 1989 and thereafter fell by nearly two-thirds.

The politics of any near-term market debacle would be equally awesome. Several financial analysts have laid out how long it took stocks to regain their previous peaks. After the 64 percent decline beginning in the early 1890s, it took 15 years for stock prices to recover. After the 89 percent Dow drop that began in 1929, it took 29 years; after the 56 percent decline of 1916, nine years; and after the 45 percent and 48 percent drops of 1906 and 1973, 10 years. The 36 percent decline beginning in 1966 didn't regain that starting point until early 1973.

Political bean counters will already have the message: steep market dives make for strong political medicine. Five of those six swoons were followed by White House changes in the next election, and three of them overlapped with the century's major political realignments in 1890-96, 1928-36 and 1966-72.

The case can be made that something similar is already underway. The demographic collapse of the Republican presidential coalition between 1984 and 1996 is of a magnitude not seen since 1928-36 and 1966-72. But nobody is quite sure what is replacing the Republican majority: a new era of Democratic presidents, a new brand of split government or a period of decay in which the two-party system itself is coming unglued.

For Democrats, an economically benign millennial period could confirm their hegemony in national politics. The implosion of a speculative bubble could strengthen the split government arrangement that has prevailed since 1994 with one party controlling Congress and the other controlling the White House, or it could contribute to the unraveling of the traditional party system, with probably more damage to the Republicans because of their identification as the party of unrestrained capitalism.

**W**hat raises the stakes is the fact that, since 1990, there has not been a single 10 percent correction in the Dow or in the Standard & Poor's 500. Between 1900 and 1990, however, there were more than 100 such corrections, or roughly one a year—to say nothing of the 50 corrections of 15 percent or more, 29 of at least 20 percent and 10 or so of more than 30 percent.

If the economy has fundamentally changed, then Americans will welcome a happy new economic era in which mutual funds never go down. But if we are not in a new era in which globalization and high technology have overpowered the business cycle, then the Wall Street run-up of the past seven years may have a significant element of a speculative binge with its profits more apparent than real.

In the 1890s and 1930s, the popping of speculative bubbles was key to maintaining free markets and to achieving political reform and electoral realignment. The United States of the 1990s once again has a corrupted, money-driven politics backstopped by a "Wall Street-style socialism" that originated with the rescue of Chrysler and Lockheed in the 1970s, went on to save hundreds of negligent S&Ls and banks in 1988-91, and then in 1995, to bail out Mexican peso investors. If the United States is to renew the integrity of its political system and restore free-market finance, then another crisis and catharsis may be necessary. One could imagine the effect on those who are now riding the highest: merger maniacs, "chain-saw" CEOs, inside traders and influence peddlers.

Which brings us back to the central premise: Keep your eye on the money.

*The Washington Post*

SUNDAY, OCTOBER 12, 1997



TIME OF TRANSMISSION:

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# WHITE HOUSE SITUATION ROOM

OCT 14 PM 6:58

DECLASSIFIED

E.O. 13526

White House Guidelines, May 16, 2017

By M NARA, Date 14/9/21

2019-099015

PRECEDENCE: \_\_\_\_\_

IMMEDIATE

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PRIORITY

ROUTINE

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MESSAGE NO: \_\_\_\_\_

CLASSIFICATION: ~~SECRET~~PAGES: 7FROM: PHIL CAPLAN62702WW

(Including Cover)

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MESSAGE DESCRIPTION:

(1) BOWLES DAILY REPORT

(Classified returned to

(2) EMANUEL WEEKLY REPORT

NSC)

TO (AGENCY)DELIVER TODEPT/ROOM NO.PHONE NUMBER

SEAN MALONEY FOR THE PRESIDENT

(INFORMATION)

cc: JOHN PODESTA

NANCY HERNREICH

REMARKS:

COMM CENTER: PLEASE PROVIDE SEAN MALONEY WITH THREE COPIES

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF NATIONAL DRUG CONTROL POLICY  
WASHINGTON, D.C. 20503

The Honorable William J. Clinton  
President of the United States  
The White House

PHOTOCOPY  
PRESERVATION



## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/9 ACTION/CONCURRENCE/COMMENT DUE BY: 10/13SUBJECT: McCallery memo on SUV border efforts

|                                | ACTION                              | FYI                      |                                               | ACTION                              | FYI                      |
|--------------------------------|-------------------------------------|--------------------------|-----------------------------------------------|-------------------------------------|--------------------------|
| VICE PRESIDENT                 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McCURRY                                       | <input type="checkbox"/>            | <input type="checkbox"/> |
| BOWLES                         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY                                       | <input type="checkbox"/>            | <input type="checkbox"/> |
| McLARTY                        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH                                          | <input type="checkbox"/>            | <input type="checkbox"/> |
| PODESTA                        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD                                          | <input type="checkbox"/>            | <input type="checkbox"/> |
| MATHEWS <i>see comments</i>    | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED                                          | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| RAINES <i>comment attached</i> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF                                          | <input type="checkbox"/>            | <input type="checkbox"/> |
| BLUMENTHAL                     | <input type="checkbox"/>            | <input type="checkbox"/> | SMITH                                         | <input type="checkbox"/>            | <input type="checkbox"/> |
| BERGER                         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SOSNIK                                        | <input type="checkbox"/>            | <input type="checkbox"/> |
| ECHAVESTE                      | <input type="checkbox"/>            | <input type="checkbox"/> | SPERLING                                      | <input type="checkbox"/>            | <input type="checkbox"/> |
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| GIBBONS                        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO                                       | <input type="checkbox"/>            | <input type="checkbox"/> |
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| KLAIN                          | <input type="checkbox"/>            | <input type="checkbox"/> | YELLEN                                        | <input type="checkbox"/>            | <input type="checkbox"/> |
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| LINDSEY                        | <input type="checkbox"/>            | <input type="checkbox"/> | <i>Cerda comment / attached (alson Kagan)</i> | <input type="checkbox"/>            | <input type="checkbox"/> |
| MARSHALL                       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |                                               | <input type="checkbox"/>            | <input type="checkbox"/> |

REMARKS:

*Any comment? (Note recommendations in memo)*

RESPONSE:

## WHITE HOUSE STAFFING MEMORANDUM

DATE: 10/9 ACTION/CONCURRENCE/COMMENT DUE BY: '97 OCT 14 AM 9:52 10/13SUBJECT: McCallery memo on SW Border stats

|                | ACTION                              | FYI                      |                | ACTION                              | FYI                      |
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| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY        | <input type="checkbox"/>            | <input type="checkbox"/> |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH           | <input type="checkbox"/>            | <input type="checkbox"/> |
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| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED           | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF           | <input type="checkbox"/>            | <input type="checkbox"/> |
| BLUMENTHAL     | <input type="checkbox"/>            | <input type="checkbox"/> | SMITH          | <input type="checkbox"/>            | <input type="checkbox"/> |
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| ECHAVESTE      | <input type="checkbox"/>            | <input type="checkbox"/> | SPERLING       | <input type="checkbox"/>            | <input type="checkbox"/> |
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REMARKS:

Any comment? (Note recommendations in memo)

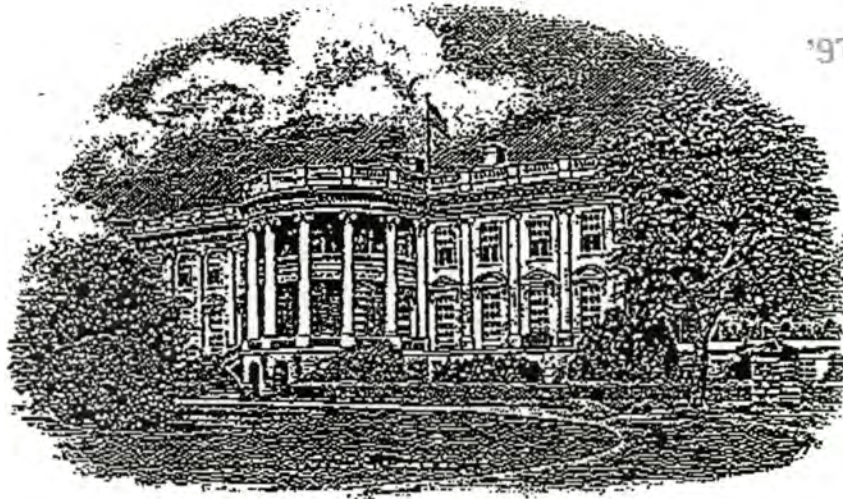
RESPONSE:

Phil - Please give me a call about this.  
We'd like it held for the moment.

Elena



## EXECUTIVE OFFICE OF THE PRESIDENT



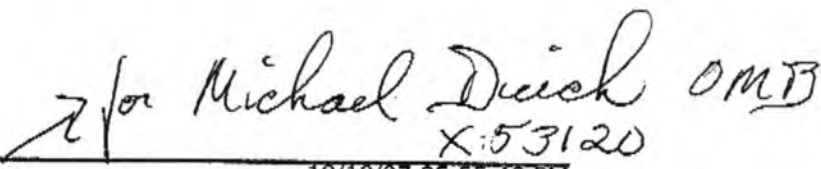
'97 OCT 14 PM 12:23

Office of Management and Budget  
FAX TRANSMITTAL COVER SHEET

Number of pages (including cover sheet) 2Date: 10-14-97To: Staff SecretaryFax No. 62215 Voice No. \_\_\_\_\_Comments: OMB Comments on McCaffrey  
memo on S.W. Border EffortsFrom: Keri Alcott

Fax No. (202) 395-3174

Voice No. (202) 395-3060

  
Theodore Wartell

10/10/97 05:55:48 PM

Record Type: Record

To: Lois E. Altoft/OMB/EOP@EOP

cc: Patricia E. Romani/OMB/EOP@EOP, Michael Deich/OMB/EOP@EOP, Kevin P.  
Cichetti/OMB/EOP@EOP, Kenneth L. Schwartz/OMB/EOP@EOP→ Subject: McCaffery Memo on SW Border Efforts

Our comments —

Some of the recommendations contained in the Memorandum are controversial. This is particularly true of the proposal to give one federal official "direct responsibility for overseeing all federal counter-drug efforts along the Southwest border." The budget ramifications of implementing the recommendations also need to be discussed. ONDCP is taking the recommendations to the President's Drug Policy Council, and as all Cabinet officials with drug control responsibilities are represented on this Council, the opportunity exists for government-wide comment and discussion on any and all recommendations. Therefore, I recommend that the President not take any action on these recommendations until his Drug Policy Council has had the opportunity to review and discuss the them.



## WHITE HOUSE STAFFING MEMORANDUM

'97 OCT 14 PM 4:29

DATE: 10/9 ACTION/CONCURRENCE/COMMENT DUE BY: 10/13SUBJECT: McCallery memo on SNV border efforts

|                | ACTION                              | FYI                      |              | ACTION                              | FYI                      |
|----------------|-------------------------------------|--------------------------|--------------|-------------------------------------|--------------------------|
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| BOWLES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | McGINTY      | <input type="checkbox"/>            | <input type="checkbox"/> |
| McLARTY        | <input type="checkbox"/>            | <input type="checkbox"/> | NASH         | <input type="checkbox"/>            | <input type="checkbox"/> |
| PODESTA        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RADD         | <input type="checkbox"/>            | <input type="checkbox"/> |
| MATHEWS        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | REED         | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| RAINES         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | RUFF         | <input type="checkbox"/>            | <input type="checkbox"/> |
| BLUMENTHAL     | <input type="checkbox"/>            | <input type="checkbox"/> | SMITH        | <input type="checkbox"/>            | <input type="checkbox"/> |
| BERGER         | <input checked="" type="checkbox"/> | <input type="checkbox"/> | SOSNIK       | <input type="checkbox"/>            | <input type="checkbox"/> |
| ECHAVESTE      | <input type="checkbox"/>            | <input type="checkbox"/> | SPERLING     | <input type="checkbox"/>            | <input type="checkbox"/> |
| EMANUEL        | <input checked="" type="checkbox"/> | <input type="checkbox"/> | STREETT      | <input type="checkbox"/>            | <input type="checkbox"/> |
| GIBBONS        | <input type="checkbox"/>            | <input type="checkbox"/> | TARULLO      | <input type="checkbox"/>            | <input type="checkbox"/> |
| HILLEY         | <input type="checkbox"/>            | <input type="checkbox"/> | VERVEER      | <input type="checkbox"/>            | <input type="checkbox"/> |
| IBARRA         | <input type="checkbox"/>            | <input type="checkbox"/> | WALDMAN      | <input type="checkbox"/>            | <input type="checkbox"/> |
| KLAIN          | <input type="checkbox"/>            | <input type="checkbox"/> | YELLEN       | <input type="checkbox"/>            | <input type="checkbox"/> |
| LEWIS          | <input type="checkbox"/>            | <input type="checkbox"/> | BEGALA       | <input type="checkbox"/>            | <input type="checkbox"/> |
| LINDSEY        | <input type="checkbox"/>            | <input type="checkbox"/> | <u>Cerda</u> | <input type="checkbox"/>            | <input type="checkbox"/> |
| MARSHALL       | <input checked="" type="checkbox"/> | <input type="checkbox"/> |              | <input type="checkbox"/>            | <input type="checkbox"/> |
|                |                                     |                          |              | <input type="checkbox"/>            | <input type="checkbox"/> |

REMARKS:

Any comment? (Note recommendations in memo)

RESPONSE:

10/11/97

Dawn  
Please  
send  
back to  
Staff  
Secretary

Phil,

This memo contains a myriad of proposals that involve a number of turf conscious and ~~for~~ sensitive (for substantive reasons) departments. I don't think it is fair for these recs to be presented in a vacuum. Staff Secretary  
Ext 6-2702  
Suggestions: 1) send memo into POTUS w/ note reflecting no consensus and DC/NSC will work interagency to make recs. 2) HOLD MEMO until consensus. I prefer #2. initial to McCaffery to tell him process starting



**EXECUTIVE OFFICE OF THE PRESIDENT**  
**OFFICE OF NATIONAL DRUG CONTROL POLICY**  
Washington, D.C. 20503

**October 7, 1997**

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**MEMORANDUM FOR THE PRESIDENT**

**FROM: BARRY McCaffrey**

**SUBJECT: ONDCP Field Visit to Drug Control Efforts in the Southwest Border Region**

**1. PURPOSE.** The purposes of this memorandum are to: (a) summarize Office of National Drug Control Policy observations made during the recent ONDCP-led trip to the Southwest border; (b) report on the status of counter-drug efforts in this region; and (c) suggest interagency consideration of how federal drug control efforts along the border can be improved.

**2. EXECUTIVE SUMMARY**

- a. From August 24, 1997-August 29, 1997, ONDCP led a delegation of federal officials on a fact-finding trip along the U.S. Southwest border. Our purpose was to review federal drug control program agency efforts to stop drug trafficking and stem drug-related violence and corruption. We also met with state and local officials in each of the border states to hear their perspectives of the drug threat. Finally, we discussed cooperative drug control efforts with Mexican officials in four major Mexican border cities (Ciudad Juarez, Nuevo Laredo, Nogales, and Tijuana).
- b. Establishing adequate control of our Southwest border is an increasingly important U.S. national security interest. As U.S.-Mexico trade continues to grow -- it has increased 122 percent since 1990 (going from \$59B to almost \$130B in 1996) -- so do the opportunities for drug trafficking. This 2,000-mile border is one of the most open and busiest in the world. Last year, 254 million people, 75 million cars, and 3.5 million trucks and rail cars entered the United States from Mexico through 39 crossings and 24 ports of entries (POEs). We estimate that more than half of the cocaine on our streets, and large quantities of heroin, marijuana, and methamphetamines also enter the U.S. across this border. The enormous profits associated with this drug trade and the propensity of U.S. and Mexican criminal drug trafficking organizations to use violence and bribes to further their operations foster both corruption and lawlessness. A manifestation of this problem is the wave of murders in the Mexican border town of Ciudad Juarez following the recent death of Mexican trafficker Amado Carrillo Fuentes.
- c. Over the past four years, the administration has significantly increased the federal presence along the Southwest border. Some examples:
  - Customs' budget for Southwest border programs has increased 72 percent since FY93.



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- DOD's drug control budget for the Southwest border has increased 53 percent since FY91.
- The number of U.S. Attorneys handling cases in the Southwest border region has increased by 80 percent since FY90.

This federal attention is making a difference. For example, violent crime is down in California, New Mexico, and Texas. Federal drug seizures have also increased; USBP FY96 marijuana seizures were up 50 percent over FY94's 50,000 pounds.

- d. Despite these successes, much remains to be done. For example, added inspection resources have not increased our ability to adequately screen trucks. Last year about 900,000 (about a quarter of the total) U.S.-bound trucks were subjected to drug control inspections. Cocaine was found in just sixteen. Our current interdiction efforts almost completely fail to achieve our purpose of reducing the flow of cocaine, heroin, and methamphetamines across the border. We need to shift from a manpower/physical inspection approach to one that is intelligence-driven and that employs emerging technologies to conduct non-intrusive searches. Based on our observations during this trip, ONDCP suggests the following measures will help improve federal drug control capabilities along the Southwest border:

- Improve accountability.
- Expand cooperation with Mexico.
- Develop a comprehensive intelligence architecture.
- Develop a system that matches resources with threats.
- Integrate technology.
- Strengthen the High Intensity Drug Trafficking Area (HIDTA) program.
- Build infrastructure to support the rule of law.
- Encourage private sector support of our efforts.
- Implement a systems approach to drug control efforts.
- Continue DOD's support role.

### **3. DISCUSSION**

- a. **Improve accountability.** At least ten federal agencies and scores of state and local governments are involved in drug control efforts along the Southwest border. However, no individual or agency has overall coordination responsibility for drug control operations along the length of the border or even within individual POEs. That being said, federal

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agencies at major POEs are forming quality improvement committees as an ad hoc measure to improve coordination. Functional and sectoral accountability must be established. Specific ONDCP suggestions include:

- Assign direct responsibility for coordinating all federal drug control efforts along the Southwest border to one federal official.
  - Designate an "in-charge" federal official at each POE.
- b. Expand cooperation with Mexico.** The United States alone cannot stop drug trafficking across the Southwest border. Expanded cooperation with Mexico is essential. Ongoing cooperative initiatives at the local, state, and national levels -- such as FBI training of Mexican law enforcement officials and Bilateral Liaison Mechanisms (BLMs) that link cross-border communities -- should be our building blocks. Specific suggestions include:
- Encourage BLMs to address drug trafficking and drug-related problems.
  - Establish Mexican law enforcement liaisons with U.S. Southwest border HIDTAs while maintaining appropriate strict security measures.
- c. Develop a comprehensive intelligence architecture.** Current U.S. intelligence capabilities along the Southwest border are clearly inadequate. Federal, state and local law enforcement officials conducting drug control operations do not normally receive timely or actionable intelligence or information. Intelligence is not adequately shared among Federal and state agencies. NDIC and EPIC roles are not supportive of operating elements. Our intelligence and information systems must:
- Bring together all federal, state and local intelligence collection, analysis and dissemination efforts.
  - Create a seamless intelligence operation covering the entire 2000-mile border and contiguous waters.
  - Encourage law enforcement officials at all levels to conduct intelligence-driven/information-based operations.
  - Encourage appropriate, strictly protected sharing of information with vetted counterpart Mexican organizations.
- d. Develop a system that matches resources with threats.** Available information about the drug threat is fragmented and incomplete. It is difficult to obtain a succinct, up-to-date assessment of the drug threat either along the entire border or in any specific state or sector. Similarly, there is no readily-available integrated overview of federal efforts to address the drug threat. The end result is that there is often no direct link between current operations and an intelligence analysis of the dynamic threats we face. Specific ONDCP suggestions include:



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- Develop the capability to track the drug threat, drug control assets, and sectoral responsibilities into an automated, digital, grid-based schematic format covering both sides of the border.
  - Update this information on a real time basis and link it to a centralized Southwest border intelligence and coordination headquarters.
  - Create an intelligence system through the five SW Border HIDTAs that will allow law enforcement and policy-makers to monitor the changing nature of the trafficking threats and adapt efforts accordingly.
  - Use this carefully protected counter-drug information to prioritize and conduct counter-drug operations and assess new manpower and technology needs.
- e. **Integrate counter-drug technology.** The enormous growing volume and importance of legitimate commercial trade in goods and services between the United States and Mexico is good news for America. However, with this volume of trade, no number of new agents alone can manually prevent the influx of drugs into the United States. Technological advances hold the key to allowing the relatively unfettered flow of legitimate trade, while capturing from this flow illicit traffic in drugs, drug money, and precursor chemicals. The technology currently being deployed is, for the most part, inadequate and/or already outdated. Hundreds of Border Patrol agents conduct dangerous night operations without basic equipment, such as night vision optics. The three operational x-ray machines (two are at fixed sites, one is a mobile prototype) provide inadequate coverage and are easily avoided by traffickers. Another six are scheduled to be operational by mid 1999. We need to ensure that authorities manning this border have access to the most up-to-date counter-drug technologies possible so that:
- Every truck and train that crosses the border into the United States can be subjected to at least three different non-intrusive inspections that can detect illegal drugs.
  - The physical and or electronic transfer of drug monies out of the United States can be detected.
  - Sensors, lighting and remote night vision devices monitor areas between POEs.
  - Law enforcement officials along the border are equipped with digital communications equipment, observation devices, detection devices, and other technologies necessary to their tasks.
- f. **Strengthen the High Intensity Drug Trafficking Area (HIDTA) program.** Although degrees of success vary, the five Southwest border HIDTAs are each substantially improving the ability of law enforcement officials to combat drug trafficking. The effectiveness of HIDTA programs along the border can be improved by:
- Ensuring the five HIDTAs coordinate all federal, state and local counter-drug activities in their jurisdictions.

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- Increasing coordination among the border HIDTAs (for example, facilitating the flow of intelligence information on a real time basis, creating exchanges about programs that work, and coordinating programs on a regional basis).
  - Establish strictly-protected coordination between HIDTAs and counterpart Mexican authorities.
  - Improve coordination between HIDTAs, U.S. drug control program agencies, and state and local prevention, treatment, and enforcement agencies.
- g. Build infrastructure to support the rule of law.** In 1907, President Theodore Roosevelt issued a proclamation establishing federal control of a strip of land sixty feet wide along the entire U.S.-Mexico border. His intent was to assure the federal ability to secure the border. There was no follow-through on his proclamation. We must address serious infrastructure shortfalls in order to prevent the flow of illegal goods and persons -- in particular drugs and drug traffickers -- into the United States. Barriers and surveillance devices work. Along the Imperial Beach, San Diego section of the border for example, there were sixty murders and 10,000 pounds of marijuana seized three years ago. Last year, after the installation of fences and lights backed up by more Border Patrol Agents, there were no murders, and just six pounds of marijuana were seized. Specific suggestions include:
- Develop a strategic five-year plan to build access roads to allow patrolling of the border and to erect fences and lights in high trafficking areas.
  - Assign one federal agency responsibility for planning, building, and maintaining roads and barriers.
- h. Encourage private sector support of our efforts.** The scope of this challenge will require private sector support, particularly from those who hold substantial stakes in the success of U.S.-Mexico relations. The private sector can help by:
- Assisting in the development and deployment of new technologies that can detect drugs without slowing the two-way movement of goods and services.
  - Implementing self-regulatory procedures to prevent drugs from being hidden in legal transactions.
- i. Implement a systems approach to drug control efforts.** Over or under emphasis on any component of the overall drug control effort detracts from overall effectiveness. Increasing, for example, the number of inspectors and agents without a corresponding increase in capabilities within the prosecutorial and detention systems can overwhelm the latter. As we continue to increase federal drug control resources in the Southwest border area, we must ensure the build-up is steady across the board. In particular, we must ensure that:
- Drug control programs are appropriate to the challenge.



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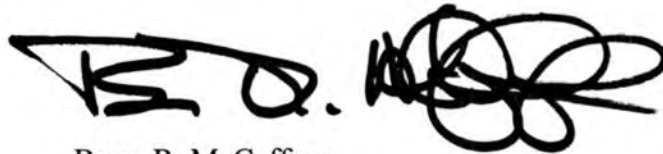
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- Our programs continue to respond to the dynamic nature of the drug threat
- Department and agency build-ups are coordinated.

**j. Continue DoD's support role.** The U.S. Armed Forces are providing invaluable support to federal, state, and local law enforcement agencies in the Southwest border region. This support should continue. However, all Title 10 (active components) and Title 32 (Guard and Reserves) support missions must be carefully scrutinized to ensure assigned missions are compatible with unit and individual capabilities. We should also consider making appropriate investments in those areas where our troops are being employed as a result of federal drug control program agency shortfalls.

**4. CONCLUSIONS.** The flow of drugs across the Southwest border has not been significantly curtailed despite tactical success that have caused changes in smuggling routes and techniques. Drug trafficking and violence remain persistent and growing threats to border region residents. While the obstacles our law enforcement officials face in stemming these threats are significant, they are not insurmountable. Our significant investments along the Southwest border are beginning to pay off. Future success is dependent on adjusting existing organizations to better support ongoing federal, state, and local law enforcement efforts. Harnessing emerging technology is a must. The ten initiatives outlined in this report might usefully orient the already extensive federal anti-drug effort in the region. ONDCP will table them with your Drug Policy Council over the coming months. Our intent is to provide you a fully-coordinated and supportable plan of action in the spring.

V/R



Barry R. McCaffrey  
Director  
Office of National Drug Control Policy