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001. memo	Mary Beth Cahill to POTUS re: Candidates for White House Youth Advisory Council [partial] (3 pages)	02/09/2000	b(6)

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THE PRESIDENT HAS SEEN

2-14-00

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THE WHITE HOUSE

WASHINGTON

February 11, 2000

MEMORANDUM FOR THE PRESIDENT

FROM: NEAL LANE *neal*

SUBJECT: GENE PATENTS

L.A. Times article

Reaction to today's L.A. Times article has been extremely positive from the scientific community. We had very strong supportive statements from NIH and AAAS. Industry support depends on the business strategy of the company. Some companies whose financial plan is based on obtaining broad patents and controlling access to the information will not be happy. Other firms might rejoice in a policy that obviates their having to negotiate licenses in order to develop gene-based products. In a discussion earlier this week, Craig Venter, CEO of Celera Genomics, told me that he didn't think that patents ought to be granted on raw DNA sequences without accompanying information on its usefulness (See attached background paper).

*Copied
Lane
Podesta*

Process for Deciding Which Gene Patents will be Approved

On December 21, the Patent and Trademark Office published draft guidelines to help clarify requirements for obtaining gene patents. This issue has been debated for the past few years, with some friction apparent between PTO and the National Institutes of Health. In the new guidelines, PTO indicated that the agency's policy was moving in a direction that makes NIH and the scientific community happy, but the situation is still not resolved. There is general agreement that raw DNA sequence without accompanying evidence of function of the gene or its protein product is not patentable. On the other end of the spectrum, it is also clear that an applicant will be granted a patent when he/she knows the sequence of a specific gene, what protein the gene codes for, and what the protein does in the body. This information would satisfy the utility criterion in patent law. I thought you made both of these points very clearly in your interview. The problem is the grey area in between.

PTO's draft guidelines state that an applicant must disclose a "specific and substantial utility that is credible." My staff (with OVP, DPC and OMB) met with Todd Dickinson, Patent Commissioner, on Jan. 7, to discuss the utility standard. At that meeting, PTO promised to issue examples of how this statement would be interpreted, but have not yet done so. These examples are critical to understanding the somewhat vague guidelines. I will communicate to Todd Dickinson the need to issue the examples in short order and extend the comment period, if necessary.

There is a separate question of whether the patent office is a separate entity from the U.S. Patent & Trademark Office. It is a separate entity.

The PTO is a service organization serving the needs of the scientific and technological communities, in industry and academia. I think your interview was particularly useful in letting all parties know your position on the value of making genetic information public.

Public/Private Cooperation in the Human Genome Project

On a final note, I believe negotiations have stalled between the private and public sectors engaging in human genome sequencing. Both Craig Venter and Francis Collins (NIH) profess continued interest, however. I think some form of collaboration would demonstrate the complementarity of the two activities and accelerate scientific progress. This is a noble goal, and I will pursue it but have no illusions as to whether or not it can be achieved.

Attachment

cc: John Podesta
Chris Jennings
David Beier
Eddie Correia
Tom Kalil

GENE PATENTING

This paper describes the current state-of-play with respect to gene patenting. The handful of companies that have pinned their hopes on patenting and licensing human genetic information are enjoying a meteoric rise in stock prices. Their fortunes depend almost entirely on where the U.S. Patent and Trademark Office draws the line between patentable and unpatentable subject matter. Other players including pharmaceutical and biotechnology companies, and academic biomedical researchers, are also concerned about the potentially broad scope of gene patents. The uncertainty of what subject matter PTO may declare patentable forces "defensive patenting" to ensure a patent position in the absence of a definitive policy.

The Constitution gives Congress the broad mandate "...to promote the Progress of Science and useful Arts." By statute, the U.S. Patent and Trademark Office grants patents on inventions that have utility, that have been adequately described, are novel and non-obvious. Patents provide inventors with rights to exclude others from making, using or selling their invention and are, therefore, a significant incentive for inventors to disclose the invention. Public disclosure of an invention affords others the opportunity to develop improvements under appropriate licensing agreements with the patent holder; and to avoid duplicative efforts.

Gene sequencing used to be a very laborious process that was undertaken *after* isolating a gene thought to be associated with a disease or normal biological function. With the advent of automated sequencing in the late 1980's, it was possible to ascertain the order of letters making up the human genome *before* one knew the function of a particular gene, or even where one gene ended or another began. This made it conceivable that with gene recognition software, patent applications might well be filed without any knowledge of what a gene or its protein product actually did in the body. In fact, the first notable set of gene patent applications contained not full gene sequences but only pieces of genes.¹ Since then, according to PTO, the level of sophistication of patent applications has risen, and applications are more likely to contain the full gene sequence and some degree of information regarding the function of its protein product. It is now possible, once the DNA has been loaded into a sequencing machine, to ascertain its sequence, compare it to other known sequences, and generate and file a patent application, without any human intervention. Some critics view this possibility as a failure in the patent system.

Patent law requires an applicant to explain how the invention might be used before a patent can be granted. This criterion might be met, for example, by claiming that a disclosed gene encodes a protein that is a key component in the immune system and might be useful in the treatment of leukemia. At issue is the degree of certainty the PTO will demand to satisfy the utility criterion. It appears that PTO will allow an applicant to obtain a patent based on a computer-generated function or utility, a position that attracts substantial concern. It is hoped that PTO's forthcoming examples of patentable matter will help clarify the boundaries of patentability left unresolved by the Dec. 21, 1999 guidelines.

¹ In 1991, NIH filed three patent applications claiming over 6,000 partial gene sequences obtained in the laboratory of Dr. J. Craig Venter.

THE PRESIDENT HAS SEEN

2-14-00

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

00 FEB 11 PM 2:58



February 11, 2000

THE DIRECTOR

MEMORANDUM FOR THE PRESIDENT

FROM: Jacob J. Lew

SUBJECT: Food Donations in FY 2000

(Should do a letter to Congress)

For FY 2000, USDA had proposed Presidential action to fund 4.2 million tons (costing \$1.2 billion above the current budget baseline) of new food donations through Commodity Credit Corporation (CCC) authorities. This would be in addition to 6.5 million tons (costing \$1.8 billion) already programmed for FY 2000, for a total level approaching 11 million tons – an historic level. We have reached agreement with USDA on a new donations package of about 3 million tons. Based on what we know now, this reflects full agreement on the request for humanitarian assistance and a consensus on the proper scale of immediate releases for foreign policy and balance of payment assistance. The additional donations, which the Vice President announced on Thursday, will cost about \$845 million, spending out at \$600 million in FY 2000 outlays.

*Copied
Lew
Podesta
Bunkerhardt
(for reply)*

As you know, the Administration has been very aggressive in expanding food donation authorities. Before 1998, USDA's Section 416(b), the vehicle for the package under consideration, was used only for the cost of transportation of surplus food already in USDA's inventory. In July 1998, you announced the first use of the CCC Charter Act authority to purchase 2 million tons of wheat for overseas donations. This was well-received by both the farmers and the humanitarian interests. In 1999, the Administration's interagency food aid committee increased the tonnage through the CCC facility to 5.5 million, which, combined with other Federal donation programs, produced a total estimated US donations level exceeding 10.7 million tons. 1.5 million tons had to carry over into FY 2000, so the actual total level of donations made in FY 1999 was about 9 million tons. The new package of 3 million tons brings FY 2000 totals to 9.5 million tons.

We also are putting in place a process to continue to expedite the review of the remaining proposals for food aid. It is important, particularly with the increase in the number of requests for food donations, which will inevitably continue to grow as we make more donations, that those decisions be based on clear policies and criteria. All agencies agree that donations are fully justified when used to address humanitarian problems such as hunger. When donations are used for economic development, balance of trade or other foreign policy purposes, there remains a need to address concerns that policy be based on good information, with a clear understanding of our objectives and market and budget impacts.

THE WHITE HOUSE

WASHINGTON

February 12, 2000

MEMORANDUM FOR THE PRESIDENT

FROM: LISEL LOY 

Subject: Recent Information Items

I am forwarding the following recent information items:

- (A) **Lane memo on gene patents** – Neal reports on positive feedback from the scientific community about yesterday's *L.A. Times* article and forwards a background paper on the status of gene patenting. On December 21, the Patent and Trademark Office (PTO) issued draft guidelines to clarify patenting requirements; as you know, there is general agreement that raw DNA sequences, without evidence of gene function, are not patentable, whereas when the patent applicant knows the specific sequence of a gene, what protein the gene codes for, and what the protein does in the body, patents will be granted; the gray area between these two positions remains unresolved. OSTP, OVP, DPC and OMB staff met with the Patent Commissioner to discuss the utility standard and are pressing PTO to provide examples to help clarify their guidelines. Neal reports negotiations have stalled between the private and public sectors engaged in human genome sequencing; he will pursue collaboration although the outcome is uncertain.
- C (B) **Low memo FY00 food donations** – in response to your question about Carl Whillock's recent letter raising concerns about delays in implementing USDA's International Food Aid program, Jack reports on USDA's FY00 request, your Administration's aggressive expansion of food donation since 1998, and OMB's efforts to implement a process for expediting the review of remaining food aid proposals according to clear criteria.
- (C) **Berger memo on military culture report** – in response to your question about a *New York Times* article on a recent Center for Strategic and International Studies' report, Sandy updates you on the study's findings based on surveys of 12,000 military personnel. Positive findings include: strong professional values; improved quality and efficiency of joint operations; and better race relations than in society generally. Negative findings include: perceptions that the military is overworked and underpaid; underresourced for their missions; and involved in peace operations that detract from combat skills. The study offers recommendations, many of which are already being discussed by DoD. Although challenges remain, Sandy reports that we now see the best military personnel picture in over 2 years.
- (D) **Lane note with picosatellite** – Neal forwards an actual "pico satellite" – the smallest spacecraft ever sent into orbit -- several of which were released last week and are orbiting the earth 400 miles up. The picosatellites exchanged data with other satellites and

THE WHITE HOUSE
WASHINGTON

February 8, 2000

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NSC WW Desk
Podesta

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INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL BERGER 

SUBJECT: Center for Strategic and International Studies
Report of Military Culture

You asked about a January 10 New York Times article on the recent Center for Strategic and International Studies (CSIS) report on the military.

The study surveyed 12,000 military personnel and contained both positive and negative findings.

The positive conclusions were:

- Fundamental professional values are remarkably strong.
- Quality and efficiency of joint operations have improved during the 1990s.
- Services have made significant strides integrating the plans and operations of their reserve and active forces.
- Race relations in the armed forces are generally better than in the wider society.

Negative findings included perceptions that the military was:

- Overworked and underpaid.
- Underresourced for their missions.
- Not confident in their senior military leaders.
- Involved in peace operations that detract from combat skills.

The study offers a number of recommendations to address concerns in the survey:

- Improve public awareness of military culture and the military's enduring need to be prepared for combat operations.
- Correct the current imbalance between available resources and mission requirements.
- Improve procedures for developing, evaluating, and promoting officers.

cc: Vice President
Chief of Staff

- Eliminate perception differences between the forces and Pentagon regarding readiness, resource levels, and recruit quality.
- Maintain equal opportunity vigilance and eliminate racial lack of representation in certain military specialties.
- Meet pay, medical care, and quality of life expectations of service members.
- Create a military culture task force to oversee implementation of the study's recommendations.

A number of the recommendations by CSIS are already being discussed by DOD in its effort to address negative concerns regarding military culture. Specific programs include:

- Bill Cohen has done a series of town meetings and speeches on the military's role in national security.
- The readiness impact of the FY98 and FY99 supplemental appropriations and the \$12B for FY00 were not significantly felt by service members when the CSIS study was conducted in FY99. However, you heard from the CINCS about the positive impact that the funding increase is now beginning to have on readiness. The \$112B increase you proposed across FY00 to FY05 should further address many resource constraints perceptions. Also, improved DoD readiness reporting should improve resource and personnel decisions.
- DoD has begun programs to enhance the presence of minorities in underrepresented fields.
- As the CINCS also noted, the FY00 pay and benefits package and the FY01 reduction in service members' out-of-pocket housing costs is already beginning to positively impact quality of life programs and improve both recruiting and retention efforts.
- As we discussed before the meeting with the CINCS, Hugh Shelton is pressing for new health care benefits for military retirees, but Bill Cohen is reluctant to agree to Hugh's proposals at this time.

DoD has not established an official position on the CSIS study. However, Bill is unlikely to create a military culture task force since DoD is already pursuing a number of initiatives to fix the problems raised by the study. Increased resources and Service initiatives are beginning to turn the corner on readiness. Although challenges remain, we now see the best military personnel picture in over two years.

“American Military Culture in the 21st Century”

A CSIS Report

♦Executive Summary♦

January 2000

Walter F. Ulmer, *Chair, Study Working Group*

Joseph J. Collins, *Project Director*

Owen Jacobs, *Survey Coordinator and Statistical Analyst*

Howard Graves and Edwin Dorn, *Project Co-Chairs*

Executive Summary

This study is about military culture, the bedrock of military effectiveness. To put military culture—the values, philosophies, and traditions that animate the force—into context, however, we must look beyond it.

Although civil and military cultures share many values in a democracy, there must be significant differences between the cultures. For example, while our civil culture appropriately emphasizes liberty and individuality, military culture downplays them and emphasizes values such as discipline and self-sacrifice that stem from the imperative of military effectiveness and success on the battlefield.

At the same time, civil and military cultures are interactive. Harvard's Samuel Huntington reminded us in 1957 in *The Soldier and the State* that a nation's military reflects both its own functional imperative and "the social forces, ideologies, and institutions dominant" within its parent society. Thus today's armed forces, anchored by the bonds of tradition and the requirements of military effectiveness, will also be pushed by the winds of society's pressures and pulled by the currents created by government policies and technological change. Society's pressures and the ramifications of government policies—although independent of military affairs—have a major impact on the current climate within military units and an obvious potential for affecting the underlying culture.

Civil culture in the United States today has significant strengths. Not only has it supported the most creative and prosperous society in history, but it has also given us the strength and stamina to win three global conflicts in this century. The last of these conflicts, the Cold War, although punctuated by limited wars that cost the lives of nearly 100,000 Americans, was decided (without a third world war) on the strength of our core national values and the quality of Western civilization.

Much in our contemporary civil culture is not exemplary, however, and some of its negative features complicate the challenge of sustaining a vibrant military culture. The family structure in the United States has been weakened, and we have produced a generation of bright young people who all too often lack role models or moral anchors. In addition, a booming economy, the lack of a major military adversary, and decreasing numbers of community leaders with military experience have made military service an increasingly remote issue for many Americans. It is no surprise that the military services face difficulty in attracting, motivating, and retaining the required numbers of productive people.

The ramifications of defense and foreign policy decisions are another set of external influences on military culture. More than a generation ago the United States decided to build an all-volunteer military force, and by any measure it has been a clear success. In an era when "peacetime" America has never been safer from military aggression, however, this volunteer force has never been busier. Today the smallest force in four decades—with 56 percent married—is overworked, under-

paid, and underresourced at the cutting edge. Readiness and morale have slipped; recruiting and retention are problematic; and careers in the military have become less satisfying.

Although external societal pressures and the policy environment can affect military culture over time, the most powerful and direct influence on organizational climate and, eventually, on culture comes from within the officer corps of the armed forces. Officers turn values into action, bring coherence out of confusion, set the example, and articulate the viewpoint of the military institution. Today, external environmental pressures have complicated the tasks of the commissioned and noncommissioned officers who train, discipline, and inspire the force. Ever present organizational imperfections—leadership problems or the tendency to micromanage—thrive under these pressures. For all hands and their families, it is a challenging and often frustrating time to be in uniform.

There is little doubt in the minds of the study participants that conditions within the armed forces are far less favorable than they were a decade ago. Although better off today than in the dark days of the Vietnam War or in the trough of the “hollow” force of the late 1970s, the U.S. military is facing potentially serious rifts in its culture, with attending damage to future operational effectiveness. But after our contact with thousands of individuals in uniform, we also have no doubt that even with all the current stresses and strains, the motivation and values of our people in uniform are strong.

The aim of this study is to develop recommendations on matters concerning climate and culture that will ensure military effectiveness in the years ahead. We now summarize our analysis, findings, and recommendations.

Purpose and Context

Even a cursory review of the available evidence suggests that U.S. military culture today is undergoing significant strain owing to a variety of factors. At no comparable period in our peacetime history has the United States leaned more heavily or frequently on its armed forces. A breathless pace of operations as well as constrained resources, changing missions, shifts in the marital status and demographics of the uniformed population, rapid advances in technology, and multiple opportunities in a robust civilian society—are dramatically affecting the organizational climate in the U.S. military and may well have an unpredictable impact on the underlying culture.

Questions are often asked about the status of the military today compared with that of the armed forces during other stressful times in the past. Analogies are useful, but it is not possible to make a detailed, scientific comparison with past military forces because geopolitical, social, and economic circumstances have changed greatly. When experts drew attention to the hollow forces of the late 1970s, for example, the environment was radically different from today's. The all-volunteer force was less than 10 years old, the Soviet Union presented a clear military threat, the demographics of the armed forces were considerably different, and the propensity of youth to enlist in the military was stronger. However, even the best attempts

to compare today's force with the past will miss an important point. The challenging environment of the twenty-first century—the focal point for this study—may well require operational units that are more powerful, more agile, and better led than today's forces. The most salient issue for our armed forces is not where they have been; it is where they have to go.

This study describes how contemporary challenges and conditions are affecting U.S. military culture and, thereby, the sustained effectiveness that is the ultimate goal of the institution. The study then recommends changes necessary for preserving and enhancing the cultures that constitute the foundation of the American profession of arms. In this report, military effectiveness means the ability to accomplish assigned missions with minimal casualties and an appropriate expenditure of resources.

This study took advantage of a variety of sources of information. CSIS also invited participation from a wide range of experts—military and civilian—during the two years the study was in process. Members of the study working group that guided the preparation of this report included scholars, business executives, and retired military officers; the working group had more than 400 years of military service among its members.

To gain a tailored view of organizational climates and provide fresh insights that could lead to a better understanding of cultural matters, CSIS was able to conduct its own Military Climate/Culture Survey (MCCS) of the perceptions and attitudes in a number of operational units. In all, CSIS was able to survey U.S. Army (active and reserve components), Marine Corps, and Coast Guard units, as well as senior service component and joint headquarters staffs. The working group also benefited from a review of outside surveys conducted by all of the services.

During 1999, CSIS teams surveyed more than 12,000 uniformed respondents at 32 locations in the United States, Korea, Hawaii, and Europe. Following the administration of the survey questionnaire, 125 focus groups—each with 5–7 officers or noncommissioned officers—were conducted to supplement the quantitative data and gain deeper cultural insights. In a concurrent companion study, two dozen scholars working under the banner of the Triangle Institute for Security Studies (TISS) in Durham, N.C., conducted a detailed study of modern civil–military relations and the shape of the gap between military and civil societies. Although investigators shared data, each study reached its own conclusions. No attempt was made to coordinate either findings or recommendations.

The CSIS study confined its focus to major issues affecting the culture and operational effectiveness of the armed forces. We did not explore issues of defense funding levels, service roles and missions, force structure, strategic planning or military doctrine except as they directly affected the health or enhancement of service cultures. The study also did not address the subject of the civilian workforce or the appointed civilian leaders within the Department of Defense. Study authors took no stand on the recent debate over returning to conscription or a system of national service; we worked from an assumption that the United States can sustain an effective all-volunteer force.

Finally, while combat operations will remain their essential focus, U.S. forces will undoubtedly have to adapt to the full spectrum of operations in the twenty-

first century. Most projections of the future indicate that both war fighting and peacekeeping will take place in a demanding environment that will put military people to the test in every respect. Hazardous, challenging missions will require the United States to maintain high-quality active and reserve forces that maintain the timeless values at the heart of U.S. military culture.

The Meaning of Military Culture

What is military culture, exactly? Its essence is *how members of an organization do things in the organization*. Military culture is an amalgam of values, customs, traditions, and their philosophical underpinnings that, over time, has created a shared institutional ethos. From military culture springs a common framework for those in uniform and common expectations regarding standards of behavior, discipline, teamwork, loyalty, selfless duty, and the customs that support those elements.

Closely linked to military culture, and much easier to assess directly, is organizational climate. Climate is essentially *how members of an organization feel about the organization*. Many factors influence organizational climate; among the important factors are perceptions about the system of rewards and punishments, the flow of communications up and down the command chain, expectations for job performance, and the fairness of administrative systems; the characteristics of the workload; and the example set by leaders. Organizational climates ultimately determine how individuals feel about the quality of the institution as a whole. Although it is more malleable and responsive to immediate pressures and policy guidance than is culture, organizational climate can have a major impact on the underlying culture over the long term.

The services that make up the armed forces have much in common. All the services, for example, use boot camp or basic training as a rite of passage for new initiates—a critical cog in the turning of civilians into service members—and have adopted hierarchical, youth-oriented, up-or-out systems that allow for few lateral entry opportunities. All the services in the main are dominated by leaders from their combat elements, train their own specialists, and develop their own leaders. Each of the services also aspires to be a meritocracy, where advancement is prudently governed by a system of relatively centralized promotion boards.

Within that broad cultural framework, each service has fashioned a distinct culture that helps shape its worldview and approach to combat. The common U.S. military culture aside, men and women in U.S. uniforms do not consider themselves as part of a generic armed forces but instead take pride in identifying themselves as soldiers, sailors, airmen, marines, or coast guardsmen. These unique service cultures typically perpetuate and enhance the cohesion and esprit de corps that remain vital to a unit under the stress of battle. The separate service cultures also permit concentration on skills and doctrine necessary for their respective roles and missions on land, at sea, and in the air. The key task for the future is to improve interservice cooperation without damaging the service cultures that are so essential to cohesion and combat within their own domains.

Contemporary Cultural Strains

All available evidence gathered in this study strongly suggests that the U.S. military is nearing a critical juncture as it enters the twenty-first century. The post-Cold War era has been one of clear and remarkable change for the U.S. military. Although the military has undergone demobilization after major wars in the past, the period of downsizing and restructuring during the 1990s has been unique in several respects.

Qualitatively perhaps the best force the United States has ever fielded, the all-volunteer military today is also older and more married than traditional conscription forces, and possesses high expectations on issues affecting quality of life and job satisfaction. Today's force also has historically unprecedented percentages of women, many of them entering nontraditional jobs and formerly gender-segregated units. At the same time, the armed forces find themselves competing for personnel with a civilian society in the midst of one of the most sustained expansions of economic opportunity in modern times. For many of today's youth, enlisting in the military is an alien thought. With the number of veterans dwindling, local advocates and role models are fading in number. These dynamics have created tremendous pressures on all of the services as they struggle to recruit and retain the quality individuals needed for the high-tech force of the twenty-first century.

Perhaps the most remarkable aspect of this period of downsizing is that, despite having cut the force by more than one-third, the U.S. military finds its pace of operations more hectic than ever before in peacetime. The rate of overseas deployments has increased more than 300 percent since the fall of the Berlin Wall. The very competence the U.S. military has displayed in successfully responding to a wide variety of contingencies seems to have encouraged its further use by national command authorities.

Given a growing array of new missions, from peacekeeping to homeland defense to drug interdiction, the primary responsibility of the U.S. military still is to deter, and, if necessary, fight and win the nation's wars. U.S. strategic nuclear forces thus remain ready; and powerful U.S. forces remain forward deployed in Europe, the Middle East, and East Asia. During the past decade, the U.S. military has also frequently engaged in limited but stressful conflicts in places such as Yugoslavia, Bosnia, Iraq, and Somalia.

While it is coping with these many contemporary challenges, the U.S. military is confronting potentially revolutionary advances in its military capabilities. In Desert Storm, Bosnia, and Kosovo, the U.S. military has clearly demonstrated its martial prowess. This revolution in military affairs (RMA)—dominated by the rapid exploitation of information for new and more effective ways of applying military force—will both enable and place stress on traditional hierarchical military organizations. Rapid vertical and horizontal dissemination of information will change patterns of command and staff relationships while it provides rich tactical and managerial data to higher headquarters. The armed forces will require more sophisticated models of leadership to exploit properly the enhanced capabilities of their units.

6 AMERICAN MILITARY CULTURE IN THE TWENTY-FIRST CENTURY

A final, indelible characteristic of this unique period is that of constrained resources at the operating level. The leadership of the armed forces today faces a series of difficult choices on how best to spend available resources for buying new equipment, maintaining current bases and facilities, training personnel, repairing aging equipment, increasing pay, and funding unforeseen contingencies.

In taking the pulse of today's military, this study found a profound stress on the armed forces created by these unique dynamics: a smaller but busier force, under-resourced at the cutting edge; the demands of nontraditional missions and frequent conflicts; older personnel who are often married who are in high demand in a robust civilian economy; and revolutionary changes in technology and threats. Sustaining the effectiveness of this military force whose competence and versatility is a bulwark of U.S. superpower status is the central thrust of our recommendations.

Major Findings

- **Fundamental professional values are remarkably strong but are under stress from several different sources.**

Despite obvious pressures on today's U.S. military, men and women in uniform have embraced traditional military values. In a society that celebrates the pursuit of happiness and the rights of the individual, military personnel today overwhelmingly subscribe to traditional military values such as self-sacrifice, discipline, and obedience to lawful authority. In 125 focus-group discussions, there were no complaints from service personnel that standards were too high or expectations for good order and discipline too stringent. It is clear that the U.S. military has maintained high expectations for itself.

This commitment to a traditional military code and standards of excellence, however, does not translate automatically into high morale or satisfaction with military life. Instead, many service members are frustrated that circumstances in their units seem to preclude their achieving high standards of mission readiness. Morale and satisfaction with service have both suffered, and this has had a negative impact on military effectiveness.

While U.S. military culture necessarily fosters certain values and traditions that differ from the civilian society that the military serves, the MCCS and associated focus-group discussions found no evidence of military alienation from civilian society that has been reported elsewhere. In large measure, respondents gave respect to and believed that they had the respect of civil society.

- **Morale and readiness are suffering from force reductions, high operational tempo, and resource constraints; culture may suffer in the longer term.**

Many service members have deep concerns about the state of training and readiness in their units; this strikes at the heart of a number of military values. Because the armed forces put such a premium on combat readiness and operational excellence, leaders at all levels are frustrated by signs of declining readiness in recent years. For example, at the Army's premier combat training

facility, the National Training Center, observers report a marked decrease in the proficiency of participating units.

Simply put: The leadership of the armed forces has not yet adjusted to the reality that there are insufficient operating resources and personnel to match missions. This raises the question of whether the allocation of resources, the number of missions, the methods of leadership and management, the military's traditional expectation for universal excellence, or some combination of these factors must change. A sustained inability to attain expected levels of mission readiness may lead to a cynical view on the part of service members about the institution's standards and goals and may erode confidence in institutional leadership.

One clear sign of how profoundly the pressures of resources and operational tempo are affecting morale and readiness is the degree to which these pressures are producing remarkably similar symptoms across the services. In CSIS focus groups, officers and NCOs from widely different operational environments described surprisingly similar concerns about morale, levels of stress on personnel and families, problems with recruiting and retention, and, for some personnel, declining trust and confidence in the institution and its leaders. This common response to institutional stress is not only evidence of a common thread of basic culture that runs through the armed forces but also of systematic problems that transcend the separate service cultures. Left unchecked, these problems could have profound, long-term negative consequences for the underlying culture. Systemic solutions, not short-term fixes, must be found.

- Strong local leadership, which is not uniformly in place today, is essential for maintaining the vibrant organizational climates essential for operational effectiveness in the twenty-first century. Present leader development and promotion systems, however, are not up to the task of consistently identifying and advancing highly competent leaders.

The contention that good leadership makes a significant difference is not new. Particularly in difficult times, the single most influential factor in determining morale, cohesion and organizational climate is the quality of local leadership. Absent enlightened leadership, military organizations under stress often tend to develop a dysfunctional zero-defects rigidity that stifles effectiveness.

The MCCS survey and anecdotal evidence, however, revealed striking differences in the quality of organizational climates in today's military. Although one unit or ship had a strong sense of mission, teamwork, mutual trust, and open communication, another at the same location, with virtually identical missions and resources, had a far different climate. The quality of local leadership almost certainly explains those measurable differences.

Despite the centrality of leadership, the services have yet to master an optimal system for consistently identifying, promoting, and developing their best leaders. The primary challenge—today and into the future—is to better select and

prepare leaders who can create effective organizational climates even in difficult times.

Leader selection and development systems are at the heart of the matter, and both are intimately tied to the underlying military culture. Although there have been recent reviews in the armed forces of the methods of personnel selection, development, assignment, and promotion, they do not seem to be backed by the type of institutional momentum necessary to force significant change in this sensitive area. Better systems are also needed to take the pulse of organizational climates routinely throughout the military so that the best can be emulated and the worst remedied.

- Circumstances often require military leaders to make decisions when the value of loyal response to authority, on one hand, appears to conflict with the values of loyal dissent and candor, on the other. Conflicts among professional values, not unique to the military, if not properly and openly resolved in each case, can erode trust within the armed forces.

The military has traditionally placed mission accomplishment above nearly all else, thus a can-do attitude is the hallmark of successful senior leaders and others. Over time, this may lead senior military personnel to take on an unhealthy number of missions or other projects.

In the MCCA and associated focus groups, many officers and NCOs—well informed through the Internet and by other means—expressed disappointment in their senior service leaders. Issues ranged from agreement by senior leaders to take on missions that have stressed their forces beyond what some think are prudent limits to assessments of readiness that did not match perceptions at lower levels.

Note that it is not unusual that the view from the Pentagon is at odds with the view from the trenches. However, such a perceptions gap—complicated by the need for senior military leaders to support administration policy while also speaking for their service or command—can erode the trust that is essential to the chain of command. The transitory nature of command and other personnel turbulence are likely compounding the problem.

- Operations other than war (OOTW), although essential to the national interest, are affecting combat readiness and causing uncertainty about the essential combat focus of our military forces.

The increased tasking of the U.S. military in OOTW has challenged the services' focus on traditional combat, the armed forces' primary responsibility. Peace enforcement, peacekeeping, and humanitarian operations have forced many military units to train at least temporarily to different skills and standards. Although some units felt these operations provided solid training and good leadership experience for junior officers and NCOs, retraining after peacekeeping operations was necessary to meet rigorous combat readiness standards. Ambiguity in basic missions, leading to lowered expectations for competence in primary skills often laudatory in nature can have a major cultural impact.

Peacekeeping operations have nevertheless broadened the myriad tasks that military units must master, contributed to deployment fatigue, created competition for scarce resources, and in ways subtle and not so subtle could alter the essence of the military profession. None of that argues that they should not be undertaken. Instead, it argues that the national command authority and the services need to understand better the considerable costs of such operations and the ways to mitigate against potentially negative impacts on the underlying military culture.

- Although the quality and efficiency of joint operations have improved during the 1990s, harmonization among the services needs improvement.

Since the implementation of the Goldwater-Nichols reforms of 1986, the services have made great strides in their ability to coordinate activities and work together on complex operations. Lingering interoperability problems among the services remain, however; and at the service-headquarters levels, a competition for resources and missions often produces unproductive rivalries. In some remaining areas, the competition among the services in terms of doctrine, training, and acquisition has proven healthy. The challenge confronting the services is to continue to foster distinct, vibrant service cultures, at the same time improving the services' capacity for effective joint operations.

- The services have made significant strides in more closely integrating the plans and operations of their reserve and active forces, but continuing efforts are warranted.

MCCS data from Army units reveal that the professional values and commitment to excellence in the reserve forces are virtually indistinguishable from the active forces. As the active forces have increased the use of their reserve components to help shoulder the increased workload, the level of stress in many reserve units has risen sharply. Reservists are increasingly concerned about an unprecedented tempo of operations that may not prove sustainable over the long term. Left unchecked, this trend is likely to cause tensions for reservists torn between their civilian and military commitments.

- Issues of gender integration and racial imbalance in some units need to be addressed.

MCCS data also revealed that different racial groups in the military generally hold common views regarding traditional military values, the quality of unit leadership, and other elements of organizational climate. This commonality of views among members of different races is a healthy indication that supports the contention of many sociologists that race relations in the armed forces are generally better than in the wider society. Although this comparative victory was noted in the November 1999 Armed Forces Equal Opportunity Survey, that study of more than 40,000 service members also noted frequent acts of perceived racial discrimination and disrespect. In the CSIS study, 71 percent of all respondents indicated general agreement that their units did not have racial discrimination problems, but 36 percent of minority personnel believed that

there was some sort of racial problem in their units. Racial integration in military ranks may well be a comparative success story, but it is one that offers military commanders no cause for complacency or inattention.

One area that calls for continuing attention is racial distribution throughout the force. Certain units or occupational specialties—special operations forces in all of the services, light infantry units in the Army, and the submarine force—have a high degree of de facto segregation. The apparent source of racial imbalance (from less than 10 percent minority in some units to more than 60 percent minority in others) is apparently self-selection. Although not entirely new, the issue of self-segregation is worrisome. Soon minorities will account for few senior positions in prominent areas such as the Army's light infantry or the Navy's submarine community. Because many of the Army's and Navy's senior leaders come from these elite entities, this trend could result in fewer minority officers being selected for the most senior positions.

Gender integration in the military remains a complex and controversial issue. Our survey, however, revealed significant differences between male and female responses at most grade levels. Females are generally less positive in their view of organizational climates and are less likely to respond positively to expressions of military values regarding self-sacrifice. At the same time, 28 percent of female personnel and 13 percent of males definitely saw sexual harassment or discrimination as a problem in their units.

The MCCS and Navy surveys reveal significant perception problems about the job performance of female personnel. Much to our surprise, these surveys also reveal that a significant percentage of female personnel seemed to be skeptical about the performance of service members of their own gender. Our focus group discussions revealed more concern about female job performance and the impact of gender integration on unit cohesion than many studies in the past have indicated. Generally, the more senior the respondents, the more positive they were regarding the integration of females in nontraditional billets.

- Reasonable quality-of-life expectations of service members and their families are not being met. The military as an institution has not adjusted adequately to the needs of a force with a higher number of married people.

While a sense of willing sacrifice remains strong in today's military, so too does the expectation of a reasonable lifestyle for individuals and families. Despite significant resources now being devoted to child-care centers, programs for single parents, and on-base housing, the data suggest that the efforts to date have fallen significantly short.

Many service members are leaving the armed forces for other careers owing in part to the inadequacy of military pay, medical care, family support, retirement benefits, and other quality-of-life factors. On the MCCS survey, questions about pay adequacy, pay comparability, and overall standard of living received by far the most negative responses of the survey's 99 questions, ranking 99th, 98th, and 89th, respectively.

Higher pay and better housing are by no means the answers to the problems of morale and retention. Participants in focus groups frequently expressed the sentiment that service life was simply no longer fun. Some studies have noted a disturbing ambivalence in successful junior officers about one day commanding ships, battalions, or aviation squadrons. Frequently these midcareer officers see the lifestyles of their commanders as unnecessarily hectic and frustrating.

Although there are no hard supporting data, focus-group discussions and informal communications revealed that junior officers and NCOs in many units believe that the services are losing a disproportionate number of their most talented service members. Pay and benefits as well as long periods of family separation likely account for some of the retention problems, especially among high-skilled groups such as pilots and electronic technicians who have abundant, higher-paying opportunities in the civilian world. However, unmet expectations for a challenging and satisfying military lifestyle were identified as a larger issue in nearly every focus group.

Major Recommendations

The CSIS study participants assembled recommendations with multiple audiences in mind. Chief among them are the decisionmakers and leaders in the legislative and executive branches, including officials—both military and civilian—in the Departments of Defense and Transportation who are most directly responsible for the care and management of the U.S. armed forces. Some factors such as the imbalance between resources and missions at the operating level that affect the current climate in the military and, potentially, the underlying culture must call on the executive branch and Congress for their resolution.

The ultimate keepers of the culture in the services are the commissioned officers. The officer corps has the responsibility for preserving and protecting what is good about the service's culture and modifying those aspects of culture that must change to meet future challenges. This report is for them too. Because the lifeblood of the U.S. military has been and will remain the sons and daughters of an enlightened and informed citizenry, we have also compiled this study with the public in mind.

Our main recommendations, which follow below, are intentionally broad and leave to the implementing agencies the matter of how these changes are to be accomplished.

- Improve public understanding of the necessary differences between civilian and military cultures and the many demands being placed on military personnel and their families; civilian and military leaders must make a greater effort in telling the military's story to the American people;
- Reiterate and emphasize to the public that combat operations remain the essential competency of the Department of Defense;

- Reduce the high levels of stress in the operating elements of the armed forces by correcting the current imbalance between available resources and mission requirements; either resources must be increased or redistributed, or missions must be decreased or redesigned;
- Provide senior decisionmakers with accurate, timely information and reinforce the value of candor within the chain of command; therefore, the services need to redesign their systems for assessing and reporting unit readiness, and they also need to develop reliable systems for determining the morale and cohesion of their units;
- Improve procedures for developing, selecting, evaluating, and promoting officers in all the services.
- Work to eliminate the gap in perceptions between the Pentagon and the operating forces about such matters as readiness, adequacy of resources, and quality of recruits; this will help to avoid a general erosion of trust within the chain of command and improve understanding;
- Encourage and reward appropriate risk taking at every level; this will help eliminate risk aversion and a zero-defects mentality;
- Address in the curricula of all senior service colleges the issue of service cultures—their distinctness, their potential positive and negative impact on joint activities;
- Maintain vigilance on equal opportunity for all racial groups and work to eliminate severe racial imbalances in certain branches, occupational communities, and functional areas of the armed forces;
- Study job performance and cohesion problems that are related to gender integration in the Army, Navy, and Marine Corps;
- Meet the reasonable quality-of-life expectations—especially in pay and medical care—of service members and their families; this will help to recruit and retain competent men and women in the armed forces,
- Create a special task force on military culture that will provide the necessary oversight and institutional stamina needed to carry out the recommendations of this study; this task force, composed of representatives from the Departments of Defense and Transportation and the military services, should assess the implementation of the recommendations and report periodically to senior officials about organizational climate and military culture;

Despite considerable pressures, the people in today's force are highly motivated patriots who have continued to produce excellent results under the most trying of conditions. To ensure that the U.S. armed forces are ready for the future, the United States must begin to make essential improvements inside the force and in the way that the force is utilized and supported. This will support the sound military culture and healthy organizational climates that will be essential for U.S. national security in the twenty-first century.

THE PRESIDENT HAS SEEN
1-12-00

Survey Finds 'Profound Stress' on Armed Forces

By ELIZABETH BECKER

WASHINGTON, Jan. 9 — America's armed forces are stressed out, underpaid and worried about the military's ability to meet all of the new demands placed on it, according to a two-year private survey of military personnel to be released on Monday.

Commissioned by the Center for Strategic and International Studies, the survey asked 12,000 members of the military about morale, leadership, readiness, quality of life and commitment to military values.

Their answers have a familiar ring to Defense Department officials who have made improving the quality of life for the military a priority, and to presidential candidates who are debating how to strengthen the armed forces.

"In taking the pulse of today's military this study found a profound stress on the armed forces," said the report, "American Military Culture in the 21st Century."

That stress is rooted in the 300 percent increase in overseas deployments for a force that has been cut by more than one-third over the last decade. The defense budget was reduced early in the decade to reflect the end of the cold war and the

breakup of the Soviet Union, leading to cuts the report says were too deep.

Last year the Defense Department had its first real budget increase of the decade, including a 4.8 percent pay increase for the military. But the report says there are still not enough resources to keep up with technological changes and with the military's new "nontraditional" roles, like

The military today:
greater demands
and lower morale.

peacekeeping, drug interdiction and humanitarian missions.

"It is a thoughtful study and it raises issues that we as a department are focused on day in and day out," said P. J. Crowley, a Pentagon spokesman.

"When you look back at the decade of the 90's, there is no question that we have undergone a dramatic shift in the way we operate," he said.

Because members of the all-volun-

teer military are older on average and more than half of them are married, often to spouses who work outside the home, the questions of pay, housing, health benefits and family stability were at the top of the list of concerns, the survey found.

Those worries translated into lower morale, said Joseph Collins, the project director at the Center for Strategic and International Studies.

"Just at a time when military members are needed at home more and more to share family responsibilities, they are being deployed more often," Mr. Collins said.

The study also found a concern about how the increasing emphasis on minimizing casualties was affecting the military.

"The entire military cultural ethic depends on self-sacrifice, so if you tell the military to go into harm's way but you can't take casualties, you've got a problem," Mr. Collins said.

Two pleasant surprises found in the survey were the strength of those military values in all services and all ranks, and the number of close friendships between members of the military and civilians.

Less welcome were results show-

ing an uneven quality of leadership and questions about the necessity for all the overseas deployments.

The complaints contained in the study read alternately like a plea from the Defense Department for more money and like a campaign stump speech.

In a speech a few months ago, George W. Bush of Texas, the frontrunner for the Republican nomination, sounded a similar note. "Rarely has our military been so freely used — an average of one deployment every nine weeks in the last few years," Mr. Bush said. "Since the end of the cold war, our ground forces have been deployed more frequently, while our defense budget has fallen by nearly 40 percent."

Mr. Crowley, the Pentagon spokesman, said that while there was no question of the increased stress and strain of deployments on the military, the United States has more often been criticized for refusing to intervene overseas, most recently to prevent genocide in Rwanda.

"It's one thing to say in the rhetoric of a campaign there are too many missions," he said. "But then you ask which would you not have done; it becomes much harder."

THE PRESIDENT HAS SEEN
2-14-00

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THE WHITE HOUSE
WASHINGTON

February 8, 2000

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INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL BERGER *SB*

SUBJECT: India

*copied
Berger
NSCWW
Desik
Podesta*

I plan to start sending you some thoughtful press articles on India. Attached is a piece by one of India's best journalists, Raja Mohan

Attachment
Tab A Mohan Article

cc: Vice President
Chief of Staff

THE PRESIDENT HAS SEEN

2-14-00

THE HINDU

Online edition of India's National Newspaper on indiaserver.com
Thursday, February 03, 2000

BR -
good piece
Dm

THE HINDU

Online edition of India's National Newspaper

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Carter, Clinton and Vajpayee

By C. Raja Mohan

AS INDIA prepares to welcome an American President after more than two decades, cynics might well exclaim, plus ca change! Even as they moved a lot, Indo-U.S. relations appear to remain much the same. The nuclear question and relations with Pakistan appear to excite as much heat in Indo-U.S. relations and divide them as badly as in the late 1970s.

A lot of superficial similarities between Mr. Jimmy Carter's visit in January 1978 and Mr. Bill Clinton's in March 2000 can be drawn. But the context and content of Indo-U.S. relations, as well as the discourse on bilateral differences, have radically altered in the last 22 years. No one would understand this better than Mr. Atal Behari Vajpayee, who remains the individual link between the two Presidential visits two decades apart. Mr. Vajpayee was the Foreign Minister during Mr. Carter's visit and is now the Prime minister. On both nuclear weapons and Pakistan, Mr. Vajpayee has changed the parameters of the Indian policy.

The challenge before Mr. Vajpayee is two-fold. One is to ensure that the new line he has adopted on nuclear weapons and Pakistan does not get out of hand and that India does not become a victim of morbid hyper-nationalism. The other is to create a new framework for Indo-U.S. relations, as part of a more positive engagement of the international system, while managing the differences on nuclear weapons and Pakistan with the rest of the world.

Looking back to 1978, Mr. Carter was a great enthusiast about nuclear non-proliferation. He came to India in the wake of India's maiden nuclear test in 1974 and his arguments with the then Prime Minister Morarji Desai, on nuclear issues turned out to be disastrous. Mr. President Carter's remarks to an aide, demanding that the U.S. should write a "cold, blunt letter" on nuclear issues was caught by an open microphone and summed up the chill that marked the visit. Since then the substance and style of the Indo-U.S. nuclear argument has changed beyond recognition.

In 1974, India conducted a nuclear test, but called it a "peaceful nuclear explosion"! While provoking the world with its nuclear test, India would not follow through by becoming a nuclear weapon power.

THE PRESIDENT HAS SEEN

Mr. Clinton now comes after India has conducted five nuclear tests and declared itself a nuclear weapon power. Having crossed the nuclear Rubicon, India is now prepared to engage the rest of the world on a more pragmatic basis. Mr. Clinton was certainly outraged by India's nuclear tests but he has allowed an extended nuclear dialogue between the two countries that has covered considerable ground over the last 18 months.

Although the two sides are not about to resolve their nuclear differences, the U.S. now appears ready to live with the reality of India's atomic arsenal and New Delhi is more willing than in 1978 to address the global non-proliferation concerns. Equally significant is the character of the conversation. New Delhi and Washington are no longer talking past each other on nuclear issues. They have sought to address each other's concerns.

The other unending squabble between India and the United States has been about Pakistan. Interestingly in 1978, the issue was put on the back-burner. Citing a new commitment to promoting democracy worldwide, Mr. Carter refused to go to Pakistan because of the military coup by Gen. Zia-ul-Haq. But Pakistan would come back with a vengeance. As the Soviet Union rolled in its tanks into Afghanistan at the end of 1979, the U.S. and Pakistan were on their way to resuming their strategic partnership.

Mr. Carter offered to end the nuclear sanctions he imposed on Pakistan in May 1979 and began a process of rebuilding U.S. relationship with Islamabad. In the 1980s, the U.S.-Pakistan joint front against the Soviet Union was firmly established and India became increasingly marginal to American security concerns in the region.

The strategic distance between India and the U.S. grew further under Mr. Carter who unveiled a new strategic relationship with China to tighten the noose around the Soviet Union.

India and the U.S. continue to argue about Pakistan on the eve of Mr. Clinton's visit. The Government of India hopes that Mr. Clinton will not go to Pakistan as a measure of disapproval of the military takeover and the support for international terrorism. Mr. Clinton would prefer to engage Pakistan and prevent it from becoming a failed state with all the attendant political consequences.

While the recent Indo-U.S. wrangle over Mr. Clinton's stop-over in Pakistan had cast a shadow over the prospects of the Presidential visit to the subcontinent, there is no question that the nature of the dispute between India and the U.S. over Pakistan has fundamentally changed. The end of the Cold War has indeed considerably reduced the value of Pakistan as a strategic partner to the U.S. While the U.S. is not willing to abandon Islamabad, as New Delhi wants it to, it is increasingly ready to shed the notion that with India and Pakistan must always be treated as "Siamese twins".

Mr. Clinton's self-perception of a peace-maker, his oft-expressed interest in promoting a resolution of the Kashmir dispute between India and Pakistan, and the tit-for-tat nuclear and missile tests in the subcontinent

THE PRESIDENT HAS SEEN

over the last two years have tended to pull back the U.S. into the old mode of seeing India and Pakistan as part of a single problem. But Mr. Clinton's visit has the potential to liberate the Indo-U.S. relationship from the Pakistan factor. Many factors could contribute to this evolution of Indo-U.S. relations and it must be India's endeavour to build on them. One, India's larger economic and commercial weight will ultimately have a bearing on the way Washington would deal with the subcontinent. The basis for this has already been laid in the 1990s. The previous decade has been the best one for India in terms of economic growth. It has also been the worst for Pakistan. In the commercial and financial world of the U.S., few tend to equate India and Pakistan.

Two, the new American perception of Bangladesh as a successful Islamic democracy with good prospects for development has begun to expand the U.S. diplomatic horizons in the subcontinent beyond Indo-Pakistan relations.

Three, the end of the Cold War has changed the political context of Asia. If India and the U.S. ended on the opposite sides of the Cold War in Asia, they no longer have an adversarial strategic relationship now. They have a common interest in building a stable balance of power in Asia. While the U.S. will continue to engage China as the most important power in Asia, India's own importance in the American calculus about regional balance can only grow over the years.

Four, the common values of democracy and political pluralism that India and the U.S. share are no longer dampened by geopolitical factors as they were during the Cold War.

Five, if India wants to end the international focus on Kashmir it will have to be true to its own democratic values and offer a credible political settlement to the people of Jammu and Kashmir.

The long-term outlook certainly favours Indo-U.S. relations. Mr. Clinton's visit could indeed turn out to be the first serious effort at the highest political level to develop a new vision of Indo-U.S. relations. As they try to get there, Mr. Vajpayee and Mr. Clinton will have to find ways to manage the short-term and immediate differences over nuclear issues and Pakistan. The decision to go ahead with the Clinton visit despite divergence over non-proliferation and on dealing with Pakistan does indeed reflect a new positive attitude in both the capitals.

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2-14-00

THE WHITE HOUSE
WASHINGTON

February 10, 2000

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MEMORANDUM TO THE PRESIDENT

FROM: Ann Lewis *Ans*

RE: Meyer Berman

If you have not seen this, our friend Meyer Berman comes out well (see marked page, 258).

*copied
Lewis
Podesta*

*Book returned
to Ann Lewis*

CHAINSAW

THE NOTORIOUS
CAREER OF
AL DUNLAP
IN THE ERA OF
PROFIT-AT-ANY-PRICE

JOHN A. BYRNE

Author of
INFORMED CONSENT
and *THE WHIZ KIDS*

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Rich Goudis, vice pr

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completed their mission yesterday, validating new microelectromechanical systems (MEMS) technologies and the capabilities of miniature satellites.

- (E) **Marshall memo on year-end Cabinet reports and goals** – Goody forwards a memo summarizing the annual accomplishments and goal reports from your Cabinet. *The complete binder with memos from each agency is on file in our office.*
- (F) **Article on India (via Berger)** – Sandy forwards a piece by one of India's best journalists, Raja Mohan, from *The Hindu*.
- (G) **Richard Cohen article from Davos (via Albright)** – Madeleine forwards a *Washington Post* article about you, the state of the economy, and America's position at the World Economic Forum.
- (H) **"Chainsaw" by John Byrne (via Ann Lewis)** – Ann forwards this book for your review, highlighting coverage of Meyer Berman (p. 258).

Give both books
I have a copy
The section on
Meyer is great!

THE PRESIDENT HAS SEEN
2-14-00

WEEKLY ECONOMIC BRIEFING OF THE PRESIDENT OF THE UNITED STATES

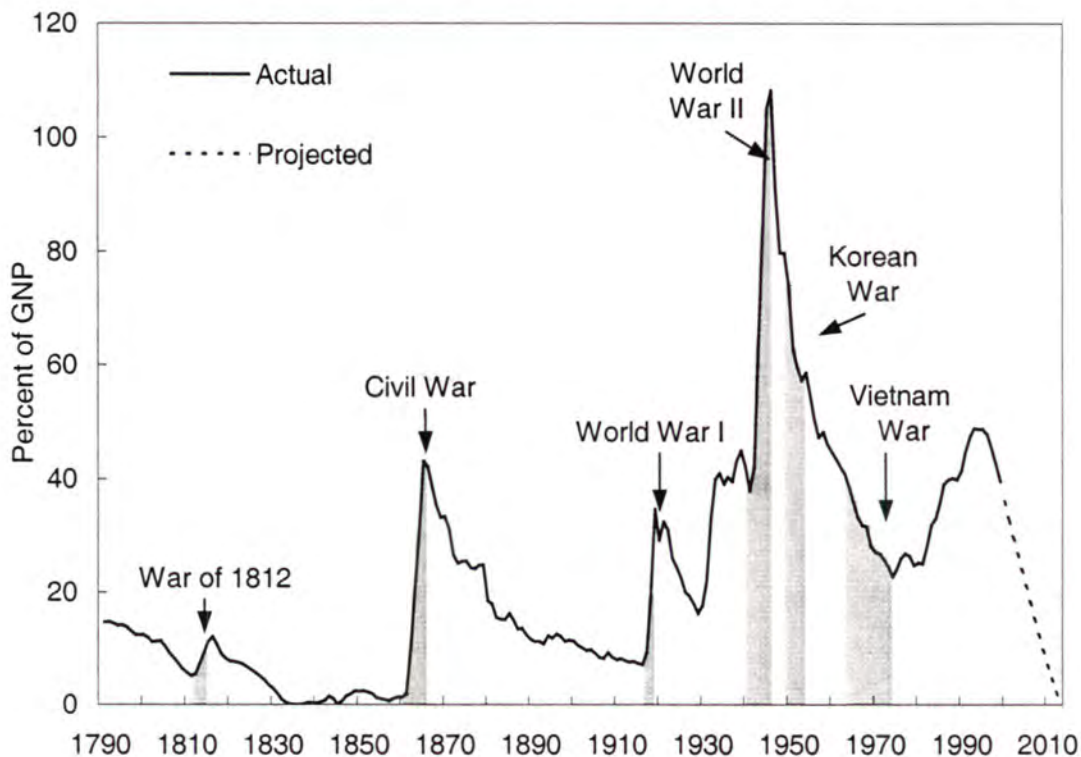
Prepared by the Council of Economic Advisers
with the assistance of the Office of the Vice President

February 11, 2000

*copied
Entire Report:
Bailey
Podesta
pgs 5+6
Benger
Sec Cohen*

CHART OF THE WEEK

Federal Debt Held by the Public as a Percent of GNP, 1791-2013



Publicly held Federal debt relative to GNP has generally risen sharply in times of war, and otherwise has tended to decline. Two notable exceptions are the Vietnam War when the debt-GNP ratio fell, and the 1980s and early 1990s, when the debt-GNP ratio rose steadily although the country was mostly at peace. Projections are based on the 2001 Budget. GNP data for 1791-1868 are very rough estimates.

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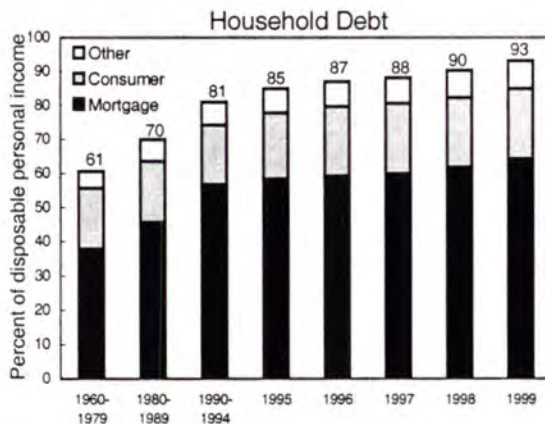
"Go ask your search engine."

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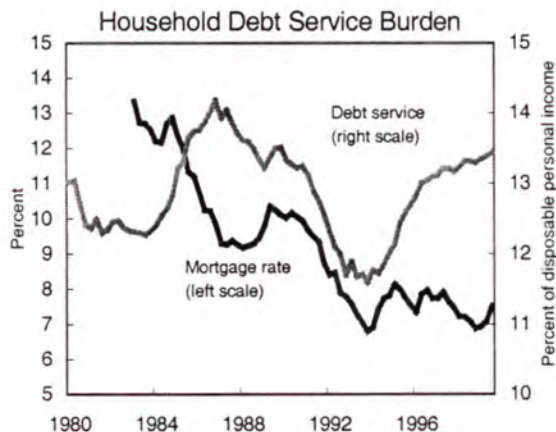
CURRENT DEVELOPMENT**The Financial Condition of Households**

Consumer debt increased 7.6 percent in 1999, well above the 5.4 percent increase recorded in 1998. Total household debt (including home mortgages and other debt) increased 9 percent at an annual rate over the first three quarters of 1999 (the latest period for which data are available), up a bit from the rate of increase in 1998. Real estate loan delinquency rates remain low and stable while the number of personal bankruptcies fell for the first time in 4 years.

Trends in household debt. Household debt increased more than 3 percentage points faster than disposable personal income in 1999. Although household debt has been growing faster than disposable income for most of the postwar period, the divergence in these growth rates has been more pronounced over the last 2 years. As a result, the level of household debt reached about 93 percent of



disposable personal income in 1999 (upper chart). Growth in non-consumer debt, although strong, is well below the torrid pace witnessed in the mid-1990s. The composition of household debt has shifted over time with mortgages now accounting for nearly 69 percent of household debt, up about 4 percentage points from the 1980s.



Debt service burden. The ratio of debt service to disposable income reached 13.4 percent in the third quarter of 1999, slightly above the 20-year average of 12.9 percent (lower chart). The recent rise in the debt service burden reflects rising debt levels and a pickup in interest rates on car loans and home mortgages. Looking forward, further increases in interest rates would likely push the debt service burden upward.

Indicators of financial distress. The real estate loan delinquency rate remained below 2 percent through the first three quarters of 1999 and has been trending downward since peaking at over 7½ percent in 1991. The delinquency rate for non-mortgage consumer loans remained stable at about 3¾ percent. Based on preliminary data, there were 1.3 million personal bankruptcies in 1999—112,000

fewer than in 1998. This marks a reversal of the trend that saw bankruptcies rise by nearly 80 percent from 1994 to 1998.

Conclusion. Although growth in household debt continues to outstrip that of income, loan delinquency rate has remained stable and personal bankruptcies have fallen sharply. With debt service burdens already high, however, a drop-off in income growth or an increase in interest rates could put pressure on household finances.

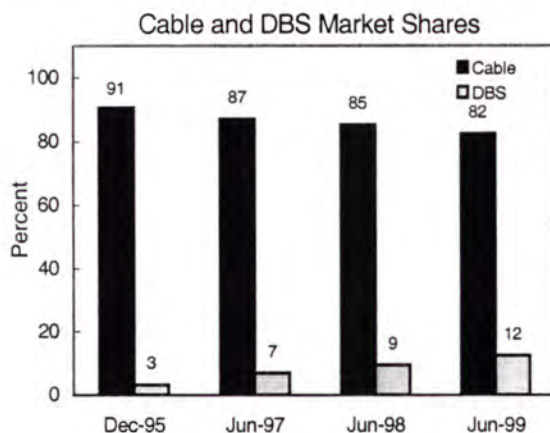
SPECIAL ANALYSIS

Competition for Cable TV

The Federal Communications Commission recently released its sixth annual report assessing the status of competition in markets for the delivery of video programming. The report finds that competition to cable from direct broadcast satellite (DBS) is growing, and that cable prices are not escalating as rapidly as in the past.

Cable TV and DBS. Cable TV has been the dominant technology for delivering multichannel programming, but the superior quality of DBS technology appears to be eroding cable's market share. Historically, cable systems have been based on analog technology that limits the number of channels available to subscribers. DBS operators use satellites to transmit digital programming to their subscribers' small dishes. This digital technology enables DBS to deliver more channel capacity than many cable systems, digital quality pictures, and specialized programming. In response to this new competitor, cable providers have been investing in upgrading their systems and offering more channels using digital technology. According to cable industry data, while about 64 percent of all cable subscribers are served by systems with 54 or more channels, only about 5 percent of cable subscribers are served by systems with more than 90 channels. By comparison, DBS firms are able to offer packages with more than 100 channels of programming.

Market share shifts. Since 1995, cable's share of the multichannel programming market has declined from 91 percent to 82 percent (see chart). At the same time,



DBS technology has grown from just 3 percent to about 12 percent of the market. Although DBS gets a number of customers from areas not served by cable, about 60 percent of its customers have access to cable. The largest DBS operator (DirecTV) has about 9 percent of all multichannel subscribers, which makes it the third largest multichannel programming provider after AT&T and Time Warner.

Cable prices. Between December 1998 and December 1999, cable prices increased 2.8 percent, far less than the 6.9 percent increase between December 1997 and 1998. Part of these rate increases were driven by higher prices for programming, which increased about 15 percent between 1998 and 1999. Cable firms have also been investing heavily in upgrading their systems, and are expected to have spent nearly \$7 billion on system rebuilds and upgrades during 1999.

DBS competition and improved cable service. Direct evidence of competition's effect on reducing cable prices comes from areas where one cable system "overbuilds" another, and then competes head-to-head for the same customers. Examples of overbuilds, however, are comparatively rare. Because DBS is available nationwide, it is difficult to discern the direct effect of DBS competition on cable rates. Nonetheless, competition from DBS for cable does appear to provide an incentive for cable providers to upgrade their systems to compete with the greater number of channels offered by DBS.

Recent changes brought about by SHVIA. Until recently, one of the principal limitations of DBS service was the inability to offer local broadcast channels via satellite. With the signing of the Satellite Home Viewer Improvement Act (SHVIA) in November 1999, satellite providers can now retransmit local broadcasts into local markets. DBS providers now offer local TV broadcasts in a number of major cities, making further inroads into cable TV's market share likely as competition among multichannel program providers intensifies.

C.C. Saubey
Sec CohenSPECIAL ANALYSIS**Historical Trends of Gays and Lesbians in the Military**

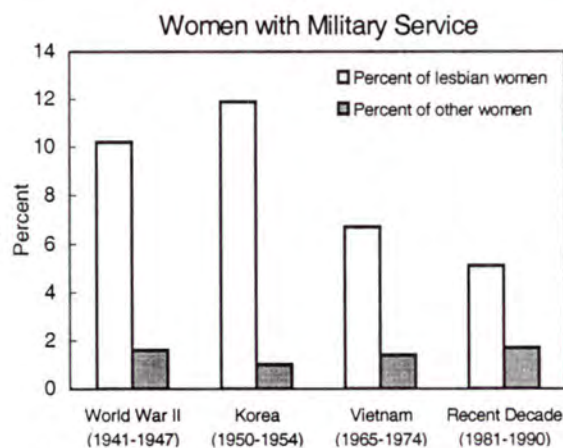
Over the past several decades many gay men and lesbian women have served in the United States military. Until very recently, though, there has been virtually no demographic research to document even basic facts about this record of service.

Rates of military service. In a survey of several thousand adults conducted from 1988 to 1994, about 17 percent of gay men indicated that they had served in the military, compared with 32 percent of heterosexual men. About 8 percent of lesbian women had served in the military, compared with 14 percent of heterosexual women. Analysis of same-sex partners in the 1990 Census yields patterns of military service that mirror the survey results (though it is not possible with Census data to examine non-partnered gays and lesbians).

Cohort analysis of military service for men. Cohort analysis of the same-sex partner data from the Census reveals some interesting trends in military service.



Gay men who reached draft age (age 18) during the World War II or Korean Conflict eras served in the military in nearly the same proportions as other men. In addition, during these eras the average number of years of service was only slightly lower for gay military men than for other men. The rate of military service has been falling for men in general over the past several decades, and has been falling more rapidly for gay men. Among men turning age 18 from 1981 to 1990 the fraction of gay men with military service was about half as large as for other men, and the length of service was about 1 year shorter.



Cohort analysis of military service for women. Among partnered lesbian women who turned 18 during the World War II and Korean Conflict eras, more than 10 percent served at some time in the military. Among

other women in these cohorts, less than 2 percent served at some time. Moreover, lesbian military women accumulated far more years of duty than other women. Among women turning 18 during the Korean Conflict era, for instance, lesbian servicewomen averaged 3.5 years compared with 0.6 years for other women.

copied
Berger
Sec Cohen

Indeed, in the Korean and Vietnam Conflict eras, average years of service for lesbians in the military were similar to the number of years served by men. More recently, there has been a narrowing in the large differences between lesbian women and other women in military service rates, perhaps as a result of changes in military policy that previously barred married women and pregnant women from service.

Conclusion. Best estimates indicate that gays and lesbians make up less than 5 percent of the population. Nonetheless, the service record of this group is of considerable interest. Large numbers of gays and lesbians have served in the U.S. military—many, no doubt, with honor and distinction. Gay men were about as likely as other men to serve in the military during World War II and the Korean Conflict eras, periods when a high percentage of young men were drafted. Lesbian women were more likely to serve than other women during these periods. Indeed, over this span gays and lesbians combined served in the military in higher proportion than heterosexual individuals. However, younger cohorts of gay men are much less likely than other men to have military service, and traditionally high service rates for lesbian women have also declined. Changing social norms about gay “openness” combined with the military policy on sexual orientation and the conversion to an all-volunteer military have likely contributed to these trends.

BUSINESS, CONSUMER, AND REGIONAL ROUNDUP

BP Amoco/Arco Merger Challenged by FTC. The Federal Trade Commission announced last week that it would challenge the proposed merger between BP Amoco and Arco. The FTC argues that the merger would lessen competition in the exploration and production of Alaskan crude oil and in its sale to West Coast refineries. Some West Coast refineries specialize in processing Alaskan crude oil, and the combined company could use its 75 percent share of Alaskan oil production to raise prices by restricting the supply of Alaskan crude oil. The FTC argues that BP Amoco discriminates in price among these refiners, charging the highest price to refiners that have the least ability to substitute for Alaskan oil while charging lower prices to those with more flexibility. The FTC's next step will be to seek a preliminary injunction in court to stop the merger. A crucial issue for the court will be determining whether the market for Alaskan crude oil on the West Coast is distinct from the world market. If crude oil from the rest of the world can be readily substituted for Alaskan crude, then BP Amoco would be unable to use its control of Alaskan oil to raise prices without encouraging imports from other sources.

Welfare-to-Work May Not Be Enough. According to a study which has received much attention recently (but has not yet been published in full), welfare reform's goal of improving child outcomes is unlikely to succeed unless several factors are addressed. Despite evidence that high-quality child care can improve early learning, the quality of child care used by the study's sample of current and former welfare mothers was generally quite low. In center-based care, educational materials were often scarce and little reading or storytelling was observed. In home-based care, where most children were placed, there were even fewer educational materials, and much greater use of television and videos. In addition, these children's early learning and development may be limited by uneven parenting practices and high rates of maternal depression. Although the authors acknowledge that they cannot draw causal links between welfare reform and poor child development outcomes, they argue that welfare-to-work alone may not improve children's well-being without addressing these deeper issues.

Why Don't Households Save? Vast differences exist in the wealth holdings of American households with a large percentage arriving close to retirement with little or no wealth, according to a recent study using data from the Health and Retirement Survey. One quarter of households where the respondent was between 50 and 61 years of age had less than \$30,000 in net worth, and one-tenth had a net worth of \$850 or less. Moreover, savings are often invested in low-return assets: nearly one-half of these households do not own any stocks, bonds, or real estate. Planning for retirement appears to be one predictor of wealth: households who plan accumulate significantly more wealth by retirement age. Unfortunately, about one-third of households nearing retirement have done little or no planning for retirement. Factors that tend to raise the likelihood of retirement planning include education level, being married, and having a sibling older than 62.

2-14-00

INTERNATIONAL ROUNDUP

Oil Prices in 2000 May be Higher than Previously Expected. The U.S. Energy Information Administration (EIA) recently raised its average crude oil price forecast for 2000 by \$2 per barrel, assuming continued decline in world petroleum inventories and greater compliance by OPEC to targeted cuts. Prices in the futures market showed a similar pattern. The EIA still expects that OPEC production will increase substantially in 2000, although more slowly than previously projected. If OPEC production does expand as assumed, crude oil prices should gradually recede in the second half of 2000 after remaining relatively high for the first half of the year. The average cost per barrel of crude oil imported into the United States (a broad gauge of international oil costs) is projected to fall from around \$25 per barrel this January to about \$22.50 per barrel by January 2001, and continue to fall the rest of that year. On average, world demand will still exceed production this year, so a net withdrawal from inventories worldwide is expected. However, year-over-year declines in stocks are expected to end during the second half of 2000.

Japan's Economy Continues to Struggle. Japan's Economic Planning Agency said this week that the economy is likely to have contracted during the fourth quarter of 1999. This follows on the heels of the third quarter's 4 percent (annual rate) decline in real GDP. Recent high-profile job cuts, lower year-end bonuses, and falling wages are thought to have contributed to a sharp drop-off in December household spending, making 1999 the seventh straight year of decline. On a more positive note, industrial production rose in the fourth quarter of last year, and data released yesterday showed a larger-than-expected gain in private industrial machinery orders in December 1999, boosting hopes that higher private capital investment will bolster the economy.

FDI Flows Rose Sharply in 1999. Worldwide flows of foreign direct investment (FDI) rose 25 percent in 1999 to a record \$827 billion, according to preliminary estimates by United Nations Conference on Trade and Development. This increase follows a 41 percent jump in 1998, and marks a more than doubling of FDI flows over the last 3 years. In the industrialized countries cross-border mergers and acquisitions have become the primary mode of entry into foreign markets, and are growing in importance in developing countries. In 1999, the United Kingdom overtook the United States as the largest outward investor for the first time since 1988, while the United States likely remained the world's largest recipient of foreign direct investment. FDI flows to developing countries rose last year by 15 percent after stagnating in 1998, with China the largest recipient at \$40 billion.

RELEASES THIS WEEK

Retail Sales

****Embargoed until 8:30 a.m., Friday, February 11, 2000****

Advance estimates show that retail sales rose 0.3 percent in January following an increase of 1.7 percent in December. Excluding sales in the automotive group, retail sales declined 0.3 percent following an increase of 1.9 percent.

Productivity

Nonfarm business productivity rose 5.0 percent at an annual rate in the fourth quarter of 1999. Manufacturing productivity rose 10.7 percent.

MAJOR RELEASES NEXT WEEK

Industrial Production and Capacity Utilization (Tuesday)
Housing Starts (Wednesday)
Producer Prices (Thursday)
Consumer Prices (Friday)
U.S. International Trade in Goods and Services (Friday)

U.S. ECONOMIC STATISTICS

	1970- 1993	1999	1999:2	1999:3	1999:4
Percent growth (annual rate)					
Real GDP (chain-type)	3.0	4.2	1.9	5.7	5.8
GDP chain-type price index	5.2	1.6	1.3	1.1	2.0
<u>Nonfarm business (NFB) sector:</u>					
Productivity (chain-type)	1.7	3.3	0.6	5.0	5.0
Real compensation per hour:					
Using CPI	1.0	1.8	1.2	2.0	1.1
Using NFB deflator	1.5	2.9	2.9	4.0	1.8
Shares of Nominal GDP (percent)					
Business fixed investment	11.4	12.6	12.6	12.7	12.5
Residential investment	4.5	4.4	4.5	4.4	4.4
Exports	8.2	10.8	10.7	10.8	10.9
Imports	9.2	13.5	13.4	13.8	14.1
Personal saving	6.6	1.7	1.8	1.5	1.4
Federal surplus	-2.8	N.A.	1.3	1.4	N.A.
	1970- 1993	1999	November 1999	December 1999	January 2000
Unemployment Rate (percent)	6.7**	4.2**	4.1	4.1	4.0
Payroll employment (thousands)					
increase per month			257	316	387
increase since Jan. 1993					20790
Inflation (percent per period)					
CPI	5.8	2.7	0.1	0.2	N.A.
PPI-Finished goods	5.0	3.0	0.2	0.3	N.A.

**Figures beginning 1994 are not comparable with earlier data.

New or revised data in **boldface**.

FINANCIAL STATISTICS

	1998	1999	December 1999	January 2000	Feb. 10, 2000
Dow-Jones Industrial Average	8626	10465	11246	11281	10644
Interest Rates (percent per annum)					
3-month T-bill	4.78	4.64	5.20	5.32	5.50
10-year T-bond	5.26	5.65	6.28	6.66	N.A.
Mortgage rate, 30-year fixed	6.94	7.43	7.91	8.21	8.36
Prime rate	8.35	8.00	8.50	8.50	8.75

INTERNATIONAL STATISTICS

Exchange Rates	Current level February 10, 2000	Percent Change from	
		Week ago	Year ago
Euro (in U.S. dollars)	0.987	-0.2	-12.9
Yen (per U.S. dollar)	108.7	0.8	-5.0
Major currencies index (Mar. 1973=100) (trade-weighted value of the U.S. \$)	94.99	0.4	2.9

International Comparisons ^{1/}	Real GDP growth (percent change last 4 quarters)	Unemployment rate (percent)	CPI inflation (percent change in index last 12 months)
United States	4.2 (Q4)	4.0 (Jan)	2.7 (Dec)
Canada	4.2 (Q3)	6.9 (Dec)	2.6 (Dec)
Japan	1.0 (Q3)	4.6 (Nov)	-1.1 (Dec)
France	2.9 (Q3)	10.4 (Dec)	1.3 (Dec)
Germany	1.3 (Q3)	8.8 (Dec) ^{2/}	1.2 (Dec)
Italy	1.2 (Q3)	12.1 (Apr)	2.1 (Dec)
United Kingdom	1.8 (Q3)	5.9 (Oct)	1.8 (Dec)

1/ For unemployment data, rates approximating U.S. concepts as calculated by the U.S. Department of Labor, Bureau of Labor Statistics.

2/ Rate for unified Germany.

THE PRESIDENT HAS SEEN

00 FEB 11 PM 8.00

THE WHITE HOUSE

WASHINGTON

February 11, 2000

*delivered to the President
by the Chief of Staff*

*copied
Reed
Liu
Podesta*

MEMORANDUM FOR THE PRESIDENT

FROM: Bruce Reed
Eric Liu

SUBJECT: DPC Weekly Report

1. Health Care – Action on Medical Errors. Next Friday you are scheduled to unveil an interagency report in response to your executive memorandum on medical errors. This report will validate virtually every recommendation made recently by the Institute of Medicine and will detail several initiatives you will be able to announce to help prevent these mistakes. Specifically, you will announce: (1) the establishment of the IOM-recommended Center for Patient Safety, which will coordinate the nation's research agenda on medical errors; (2) a commitment to require all hospitals participating in Medicare to establish medical error reduction systems as a condition of participation; (3) new efforts by FDA to improve medication safety; (4) a mandatory reporting system for all serious adverse events in DoD hospitals; and (5) your endorsement of a phased-in mandatory reporting system for *all* hospitals. This final recommendation will elicit the most scrutiny and concern because providers fear it will expose them to liability. We believe, however, that the phase-in and the absence of an explicit enforcement mechanism temper such concerns.

2. Health Care – Update on CDC Accounting Practices. The CDC has recently been criticized by Congress for ignoring explicit directions from the Appropriations Committees to spend \$7.5 million on hantavirus. A similar problem was highlighted last year when the Congress discovered that \$12 million funds dedicated for chronic fatigue syndrome had been diverted elsewhere within CDC. This has been an embarrassment for Secretary Shalala and CDC director Jeff Koplan, who have both met with key appropriators to apologize and offer steps for remediation, including audits, management re-organization, and mandatory training in appropriations for scientists. OMB has assured us they will closely oversee these interventions.

3. Welfare – Individual Development Accounts. The first results from a major study of Individual Development Accounts (IDAs) are in and they confirm that IDAs are an effective tool in helping low-income people save. On average, all IDA participants saved an average of \$33 per month (a conservative figure, which averaged in program dropouts and those with no savings). When combined with matching funds, participants accumulated an average of \$845 over a nine-month period, and this amount is expected to grow as the program matures. Especially noteworthy was that very poor IDA participants saved almost as much as other participants, and saved a much larger portion of their income. Ninety percent of the participants had household incomes below 200 percent of poverty, with about 43 percent below the poverty line. While there were some differences in savings based on demographic characteristics, the more important lesson was that a diverse group of low-income individuals were able to begin saving through IDAs. You may also be interested to know that former welfare recipients saved at least as much as low-

income individuals who had never been on welfare. These results come from the American Dream Demonstration, a privately funded demonstration operating in 14 sites around the country and including over 1,300 people, most of whom have been in the program less than a year. As you know, your proposed Retirement Savings Accounts are modeled on IDAs and your budget also includes \$25 million for HHS to create over 20,000 new IDAs in FY 2001.

4. Welfare – Research on Connecticut’s Welfare Reform. Last week, the Manpower Demonstration Research Corporation released a generally positive report on Connecticut’s Jobs First program which combines the shortest time limit in the nation – 21 months – with generous work incentives that allow recipients who earn less than the poverty level to keep their entire welfare grant. Overall, less than 40 percent of the Jobs First families studied had reached the time limit by late 1999. Of those who had reached the time limit, about half received at least one six-month extension and 75 percent were working when their cases were closed. Jobs First families enjoyed significantly higher employment rates and earnings than other families. Interestingly, Jobs First nearly doubled the employment rate of the hardest-to-serve families – from 17 percent to 32 percent – but had little impact on the most job-ready. Jobs First began under a waiver we granted in early 1996. In addition to the time limit and the income disregards, the program provides two years of Medicaid coverage for families leaving welfare for work, and continues child care subsidies as long as a family remains below 75 percent of the median income. The state also funds a non-profit-based Safety Net program to help families who hit the time limit but still have very low income; so far, few families have needed to access these services.

5. Education – Charter Schools. This week, as planned, we released the Department of Education’s 4th-Year Report on charter schools and announced the \$30 million funding increase for charters in this year’s budget. Among the report’s key findings: 36 states now have charter laws; there were 1,633 charter schools nationwide as of last September, up 421 in the past year, and there are now an estimated 1,700; these schools are serving over 250,000 students in 30 states and the District of Columbia, a 57 percent increase in enrollment but still less than one percent of students in those states; median enrollment in charters is only 137 students, compared to 475 for other schools in those states. The ten states with the highest enrollment in charter schools are: California (73,905), Arizona (32,209), Michigan (25,294), Georgia (18,611), Texas (18,590), Colorado (13,911), Florida (10,561), Massachusetts (9,673), North Carolina (9,513), and Pennsylvania (5,474). As we noted last week, the report also finds that charter schools continue to serve a diverse student body very similar to the composition of traditional public schools.

6. Civil Rights – Traffic Stops and Racial Profiling. Next Tuesday, the House Judiciary Committee is scheduled to mark up H.R. 1443, *The Traffic Stops Statistics Study Act of 1999*, introduced by Rep. Conyers. This is the legislation you endorsed last year when you announced your directive on racial profiling, requiring certain federal agencies to collect data on the race, ethnicity and gender of individuals stopped or inspected by federal law enforcement. H.R. 1443 requires the Attorney General to conduct a nationwide study of stops for traffic violations by federal, state and local law enforcement officers, and provides grants to state and local agencies to assist them with data collection. As for your directive, plans for field tests were completed in December and the agencies have now begun data collection, with results and recommendations due the end of this year. In the meantime, we have also created a working group to be led by Deputy Attorney General Holder to consider possible immediate changes in policy and practice.



EXECUTIVE OFFICE OF THE PRESIDENT
COUNCIL ON ENVIRONMENTAL QUALITY
WASHINGTON, D.C. 20503

February 11, 2000

00 FEB 11 AM 9:46

MEMORANDUM FOR THE PRESIDENT

THE PRESIDENT HAS SEEN

CC: JOHN PODESTA

2-14-00

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Frampton
Podesta

FROM: GEORGE T. FRAMPTON, JR. *GTFjr*

SUBJECT: CEQ WEEKLY REPORT

RESOURCE STEWARDSHIP

Yucca Mountain

In a victory for the Administration, the Senate voted 64-34 yesterday in support of Senator Murkowski's legislation to send high-level nuclear waste to a permanent repository at Yucca Mountain in Nevada. This vote falls at least three votes short of the support needed to override your expected veto. (Senator Kennedy, against, was not able to vote.)

FY 2001 Budget

Your funding proposals for environmental initiatives in the FY 2001 budget received widespread praise from a range of environmental groups. The Sierra Club welcomed your budget, saying it is "the most aggressive environmental budget in years," and Defenders of Wildlife, a leading conservation group, went so far as to say that your Lands Legacy proposal is "the Holy Grail for the environmental community."

Lands Legacy

We are working to finalize a package of grants to states from the FY 2000 Lands Legacy funding for possible announcement next week. The package includes \$58.6 million in new grants for California, Maine, New York and other states. Specifically, \$40 million will go towards land acquisition grants to states to create parks and preserve open space and \$18.6 million will be used to protect private forestland threatened by development. We anticipate that the governors will be extremely pleased with this announcement to provide needed funding for high priority projects. As requested by Governor King of Maine two weeks ago, the package will include \$2.3 million for priority land acquisition projects (forest easements) in Maine.

JP
Should announce

Everglades Acquisition

Yesterday, the Vice President and the State of Florida announced the purchase of 9,000 acres of land considered critical for the restoration of the Everglades ecosystem. The acquisition – with costs split between the Federal government and the State of Florida – is critical because of development pressures in the Southwest Florida area. This land will be used as a reservoir to capture 52 billion gallons of excess water while protecting the Everglades and South Florida's water supply, preserving open space and maintaining wildlife habitat.

JP

THE PRESIDENT HAS SEEN

2-14-00

'00 FEB 11 PM 6:09

THE WHITE HOUSE

WASHINGTON

February 11, 2000

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Burkhardt
(for reply)

MEMORANDUM FOR THE PRESIDENT

FROM:

ROGER BALLENTINE

RE:

OFFICE OF ENVIRONMENTAL INITIATIVES WEEKLY

Press, Science and Industry.

Harvard Professor John P. Holdren will receive the 2000 Tyler Prize for Environmental Achievement on April 14 for his work on sustainable development, climate change and nuclear weapons material. The \$200,000 prize is an international award honoring achievements in environmental science, energy and medical discoveries of worldwide importance that impact upon human existence.

The Heinz Family Foundation has given its 1999 award for work in the environment to Paul Gorman, founder and executive director of the National Religious Partnership for the Environment. The prize carries a cash award of \$250,000. (We have been working with him on climate change matters in general, and in preparation for Earth Day 2000).

Legislative.

Senator Brownback (R-KS) is circulating draft legislation that would give domestic companies credits for certain types of overseas carbon reductions and sequestration, such as forest or agricultural soil conservation. In his paper promoting the proposal, Senator Brownback says that he seeks to "link" valuable overseas "environmental investments" with "domestic environmental credits". These credits would be available for sale or use against any future domestic carbon regulatory regime. Aware of your upcoming trip to India and our preparations for it, Brownback (Chair of the South Asia subcommittee of the Senate Foreign Relations Committee) has asked the State Department to float his idea with the Government of India.

cc: The Vice President
John Podesta
Martin Baily
Maria Echaveste
Charles Burson
George Frampton
Chuck Brain
Neal Lane
Joe Lockhart
Jim Steinberg

As original
Letter to body

THE PRESIDENT HAS SEEN

2-14-00

THE WHITE HOUSE

WASHINGTON

February 11, 2000

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(for reply)

FEB 11 2000

MEMORANDUM FOR THE PRESIDENT

FROM: Mickey Ibarra

Micky

SUBJECT: Office of Intergovernmental Affairs Weekly Report – February 7–11, 2000

BUDGET BRIEFING

On February 7, IGA and OMB hosted a budget briefing for 150 representatives of state, local, and tribal governments. Sylvia Mathews, Josh Gotbaum and the OMB staff gave a budget overview and answered questions. Reaction to your budget proposal has been very favorable.

HOME HEATING OIL/ LIHEAP ANNOUNCEMENT

During the past two weeks, governors and state legislators in the Northeast have requested your help in addressing the rapid rise in home heating oil prices. Governor Shaheen (D-NH) and Governor Almond (R-RI) are among the group of elected officials who have asked you to release part of the Strategic Petroleum Reserve and additional LIHEAP money. On February 10, IGA informed all of the states of your release of \$130 million in LIHEAP money, which was very welcome news. We are also informing officials who inquire, that you are not considering any release of our oil reserves.

GOVERNORS

Governor Jim Hodges (D-SC): On February 10, I called Governor Hodges on your behalf to notify him of the emergency relief funds he would receive from the DoT. The \$2.5 million FHWA fund was provided in response to the damage caused to South Carolina's transportation system during Hurricane Floyd. He was very pleased.

Governor Frank O'Bannon (D-IN): Governor O'Bannon wrote to John Podesta on January 25 to thank the White House for being responsive to several of the Governor's top federal priorities including approval of the State's child support program. In his letter, the Governor said, "I want to let you know how grateful I am for all of the help and advice provided by the White House."

Mrs. Frances Anne Glendening: Mrs. Glendening was hospitalized on February 8 after suffering from a collapsed lung, which is why Governor Glendening was unable to join you at the DNC events that evening. Mrs. Gore called Mrs. Glendening to wish her well and a letter is being sent on your behalf.

*Frances
Glendening*

THE PRESIDENT HAS SEEN

2-14-00

LEGISLATORS

Internet Taxes: This week the industry representatives on the Advisory Commission on Electronic Commerce released their proposal for addressing Internet tax and fee issues. This plan, which would significantly reduce state taxing jurisdiction, was criticized by the groups representing state and local officials. Governors Locke and Leavitt have proposed a new plan. IGA is also working closely with the White House Electronic Commerce Working Group, Treasury, Commerce, and USTR to forge a compromise position.

CITIES / COUNTIES

US Conference of Mayors (USCM): USCM President, Mayor Wellington Webb (D- Denver), issued a press release commending you for proposing a budget that makes remarkable strides toward implementing many of the programs USCM supports including COPS, gun safety, teacher recruitment, school construction, CDBG grants, and the "Better America Bond." In addition, Mayor Webb wrote to you to express that, "the nation's mayors are committed to working with you and your Administration on these top national priorities, which, as you have stated, demand legislative action this year."

New Jersey Briefing: On February 9, in response to Representative Rush Holt's (D- NJ) request, IGA hosted a briefing for over 25 Central New Jersey local elected officials. The group was briefed by NEC, Interior, Justice, and Legislative Affairs. The elected officials pledged their support for your school construction initiative. They also committed to assisting the Census Bureau locally.

INSULAR AREAS

Vieques Agreement: A poll on the Vieques agreement found that 55 percent of Vieques residents support a three year transition off the island by the Navy, 4 percent would vote for a Navy presence beyond three years, and 27 percent favored the non-option of an immediate exit. Only 9 percent said the agreement was what they wanted. Seventy-nine percent said the referendum should take place before further bombing is initiated and supported the sit-ins on the range. The agreement appears to have cost Governor Pedro Rossello (D) substantial support on the Vieques issue, with only 24 percent supporting his handling of Vieques compared with 83 percent supporting the actions of Independence Party President Ruben Berrios, who has led the sit-in, and 55 percent supporting the position of Commonwealth party president Sila Calderon (I), who has criticized the agreement. Puerto Rico's Senate joined its House in endorsing the agreement (Rossello's statehood party dominates both). However, the National Puerto Rican Coalition, a non-profit organization representing the interests of 7 million Puerto Rican U.S. citizens, wrote to you February 8 to express their opposition.

Northern Marianas Foreign Labor System: The U.S. Senate unanimously passed a bill to phase federal immigration law into the Commonwealth. The bill, which was based on your proposal to phase in immigration and minimum wage laws, was sponsored by Senator Daniel Akaka (D-HI) and Energy and Natural Resources Committee Chairman Frank Murkowski (R-AK).

THE WHITE HOUSE

WASHINGTON

February 11, 2000

MEMORANDUM FOR THE PRESIDENT AND THE VICE PRESIDE

FROM: MARY BETH CAHILL
DIRECTOR, OFFICE OF PUBLIC LIAISON

SUBJECT: WEEKLY REPORT (February 4 to February 11)

copied
entire report
Cahill
Podesta
pg 2
Burkhardt
(for reply)

I. ACTIONS SUPPORTING PRESIDENTIAL INITIATIVES:*FY01 BUDGET*

OPL Hosts Briefings to Amplify Budget Roll-Out. On Monday, OPL coordinated a plenary briefing for all our constituencies with Jack Lew, Gene Sperling, Loretta Ucelli, and David Beier. Yesterday and today, we hosted issue-specific briefings and conference calls on Healthcare, Education, Immigration, Foreign Affairs, Women, and People with Disabilities. Next Monday, we will host briefings for Labor and Latinos.

CHINA PNTR

OPL Hosts Briefing on Permanent Normal Trade Relations (PNTR) with China. On Thursday, February 10, OPL hosted an open press briefing for over 100 representatives of the agriculture community, which included presentations by Secs. Glickman and Daley and Ambassador Barshefsky. The audience was mainly comprised of members from the agriculture community who have come together to form a coalition, under the leadership of Farmland Industries and the National Pork Producers Council, designed to promote a positive vote on establishing PNTR with China. The meeting was designed to: 1) effectively present the case that passage of PNTR with China will benefit the US agriculture community immensely; and, 2) reassure the coalition that the Administration was fully committed to urging Congress to pass PNTR with China. The meeting was successful on both fronts and most, if not all, left convinced of the importance of this issue and Administration's commitment to it. Members of Congress planned to attend to show their support, but were unable to do so due to floor votes

Other Outreach Efforts Continue on China PNTR. A meeting with Norm Mineta helped lay the groundwork for outreach to Asian American community leaders, a key constituency that has yet to be engaged on our efforts. A conference call with regional leaders will be held next week. In the context of religious outreach, both Don Argue and Rabbi Arthur Schneier support your position and offered to be helpful on the issue.

THE PRESIDENT HAS SEEN

2-14-00

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pg 2
Burkhardt
(for reply)

A meeting was held with Jonathan Lash, the President of the World Resources Institute (an environmental think tank), to provide him with information in an effort to obtain his support for China PNTR. Overall, they agree that engagement is beneficial. But they seek the following: a joint environmental review, assistance for the Chinese to promote their market-based incentives, increased visibility for the Chinese Interior ministry, and a more transparent process (they felt betrayed after the Korean protocol was appealed). They still have reservations about uncontrolled growth, government-run industries, and depletion of natural resources in Asia. But we are confident they will not oppose the vote -- they even recommended other groups that may be supportive.

DIGITAL DIVIDE

Mark Warner's Virginia High Tech Partnership Links HBCU's with High Technology Companies in Northern Virginia. Warner's Partnership is celebrating its third year of collaboration with historically black colleges and universities. Over 70 internet provider companies in Northern Virginia participate in this year's partnership job fair to connect Virginia HBCU students with high tech employers. OPL and OSTP representatives attended their announcement to show support for efforts to bridge the digital divide in Northern Virginia.

Do a nice
letter to him
on this

II. CONSTITUENT OUTREACH AND OTHER ISSUES:

AFRICAN AMERICAN OUTREACH

NAACP Seeks In-Depth Investigation into Alleged Killing of African American Soldiers at Camp Van Dorn, Mississippi. On December 20, 1999, NAACP's Mfume wrote a letter to A.G. Reno requesting an in-depth investigation into allegations of killings by white Army MPs, as alleged in, "The Slaughter: An American Atrocity." Mfume indicated that "although the Army had issued a report saying it considered the allegations to be untrue, there were certain irregularities and limitations in the Army's investigation of itself... thus the need for a DOJ investigation." In January, DOJ responded with a letter to Mfume, saying that the Criminal Section of the Civil Rights Division, which handles the prosecution of federal criminal civil rights violations, is looking into the issue. But Mfume continues to seek an in-depth investigation, not a review of the case. The NAACP is being backed by the publisher of "The Slaughter" (Rusty Denman) to continue monitoring of this case. The NAACP National Board Meeting convenes in Washington, DC next week.

Wrote
the letter
this?

DISABILITY OUTREACH

Disability Advocates Applaud Investment in Work Incentives Implementation. They are especially pleased with your budget proposal to remove the arbitrary 4.5-year cap on access to Medicare for people with disabilities who return to work.

ETHNIC OUTREACH

OPL Hosts NSC/State Briefing for Serbian Americans. OPL invited leading Serbian Americans, representing the Serbian Orthodox Church and humanitarian and national organizations, to gauge support for Administration policies in Serbia and Kosovo. Ambassadors James Dobbins and Christopher Hill outlined ongoing U.S. efforts. They explained the Administration's focus on: policing and security in Kosovo for all its citizens; continuing effective and equitable distribution of humanitarian aid in Kosovo as well as Serbia; intensifying sanctions against Milosevic that effectively target his regime while diminishing the negative effects on average Serbs; and bolstering democratic opposition. Speaking on behalf of the group, Metropolitan Christopher asked for improved protection of Serbians in Kosovo and increased humanitarian aid to Serbs in Serbia.

GAY/LESBIAN OUTREACH

Knight Initiative/Prop 22 Heats Up as March 7th California Primary Draws Near. The Initiative states in its entirety *"Only marriage between a man and a woman is valid or recognized in California."* Governor Davis, Sens. Feinstein and Boxer and both Gore and Bradley have spoken out against this controversial Initiative. Democratic leaders speaking out against the Knight Initiative do not support gay marriage, but understand that this ballot measure is unnecessary, divisive, and represents classic wedge-issue politics. The 1996 Federal DOMA law provides that no state shall be required to recognize the same sex marriage of another state.

The gay, lesbian and progressive community are very fearful that this legislation, if passed, will create legal grounds for the right wing to deny other equal rights and responsibilities, such as hospital visitation, domestic partnership laws, and non-discrimination laws.

HEALTH OUTREACH

Family and Medical Leave Advocates Amplify Radio Address Message. OPL and the First Lady's office organized two conference calls with leaders of national organizations, state advocates, and legislative representatives who have introduced this issue at the state level through press statements.

Scientific Community Pleased with Announcement on Genetic Privacy. Many advocates of prohibiting genetic discrimination were pleasantly surprised that you mentioned the issue in your State of the Union Address, as the issue had not previously reached such a high level of exposure. OPL is working to further amplify your interest in this issue and garner additional support among health and disability groups.

LATINO OUTREACH

CBI Briefing with Latino Leaders. OPL and your Special Envoy to the Americas held a briefing with members of the Latino business and grassroots community to discuss the current status of CBI on the Hill and how the Latino community is affected by it. Additional meetings

will be held within next two weeks with members of the U.S. Hispanic Chamber of Commerce and Fortune 500 Latino CEO's.

RELIGIOUS OUTREACH

FBI Testifies on Secret Evidence. General Counsel Larry Parkinson testified before a House subcommittee in opposition to Bonior's Secret Evidence Repeal Act. After the White House raised concerns, his testimony was revised to acknowledge serious concerns raised "about the ex parte, in camera use of classified information in immigration proceedings." While this position was not unexpected within the Arab and Muslim communities, it will be a real disappointment to them and will raise their hopes for the Attorney General's long-awaited new guidelines.

WOMEN'S OUTREACH

FY01 Budget. The Women's Office conducted a briefing for women leaders on the FY01 Budget and its effects on women and families, and rolled-out the 2000 Economic Report as it relates to women. The groups are happy with many of the proposed increases, particularly with the increases in funding for international and domestic family planning, domestic violence programs, and breast cancer treatment. We also held a conference call to continue our efforts to reach regional leaders in the women's community. The call included representatives of 33 states, most of whom were interacting with our office for the first time. Many of the callers expressed concern that while many women are bridging the education gap, their salaries continue to lag behind.

THE PRESIDENT HAS SEEN
2-14-00

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THE WHITE HOUSE
WASHINGTON

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entire report.
Johnson
Podesta
Pg 11.
Echarate

February 11, 2000

MEMORANDUM FOR THE PRESIDENT AND VICE PRESIDENT

FROM: BEN JOHNSON

SUBJECT: OFFICE ON THE PRESIDENT'S INITIATIVE FOR ONE AMERICA
WEEKLY REPORT

ACTIONS

Release of Book on Race: I have intentionally stayed out of the book debate but now feel compelled to give you my thoughts. Number one, I don't recommend releasing the draft that you've been given by Edley. That's his book, not yours. I have talked to a number of people, including Mary Frances Berry, who feel that if you are going to release a book, it should not be policy wonkish but one that points the American people toward a vision like John F. Kennedy's Profile in Courage book. In that Terry is now tied up with his speech writing duties, someone like David Kusnet should be called on to assist you with the effort. It should be short, direct and forward looking.

Conversation with Dr. John Hope Franklin: Dr. Franklin called to give me his advice on the Tulsa, Oklahoma riot situation. He remembers it well because Tulsa is his home, and he vividly remembers his father being missing for four days during the riot. While he feels that after a thorough investigation, something will have to be done to make amends for the victims of the riot and their descendants, he doesn't feel that the federal government should get involved at this juncture. Instead, he suggests letting the matter work its way through the state of Oklahoma first. On another subject, he is planning on sending you a request to visit his alma mater Fisk University. It is the home of the Race Institute that Governor Winters often talks about. The school was last visited by President Franklin Roosevelt.

Florida Affirmative Action: I read the article you sent regarding Jeb Bush's plan to subvert Affirmative Action in the state. We have been in touch with the union leaders and elected officials who participated in the demonstrations and we can expect more of the same. It appears that they are gathering steam and more out of staters with status similar to King's will be traveling to the state to protest Bush's stand and lend their voices in support for affirmative action programs.

Athlete PSA's: We met with Peter Hearn, former Democratic mayoral candidate from Philadelphia and a representative from Neighborhood Pride to discuss a national advertising program, using famous athletes in 30 second PSA's to portray an interracial

C. N. King
Marty
Winters
Berry
RK

theme of racial harmony. This was done successfully with Philadelphia's four major sports franchises. The PSA also featured young people from the Police Athletic League and the Archdiocese's Catholic Youth Organization which were shown during your volunteerism summit in Philadelphia.

Neighborhood Pride thinks it is time to release a remade and updated PSA to a larger audience through multiple media vehicles. They propose a partnership with corporate America and the entertainment industry to produce and air the PSAs. We have agreed to work with the organization to lend assistance to what could be an exciting and useful initiative.

CONSTITUENT OUTREACH

African American History Month: On February 9, I gave the keynote address at the Department of Labor's African American History Month Program. The audience included DOL employees, as well as students from Howard University, and local elementary and middle schools. In the address, I highlighted the accomplishments of the Administration, and emphasized your agenda for closing opportunity gaps in education, health care and civil rights enforcement. The audience was particularly impressed by the New Markets trip and your efforts to bridge the Digital Divide in our schools.

CABINET RACE INITIATIVE WEEKLY

Department of Agriculture

USDA Starts Spanish Web Site Launched: February 3 marked the beginning of USDA's Agricultural Research Service's "Ciencia Para Ninos" Web site. This new Spanish language version of the Science For Kids web site was demonstrated to a class of 15 bilingual 6th graders at Lincoln Multicultural Middle School in DC by USDA's Under Secretary for Research, Education, and Economics. Two cameramen and a correspondent from two Hispanic news media outlets--Telemundo, and Univision -- attended the hour-long event. In 1999, more than 42,000 people per month visited the English version of the Science for Kids web site.

Native American Healthcare Facility: On February 11, USDA's California rural development office will take part in a ceremony marking USDA's awarding of \$9 million in grant and loan to United Indian Health Services, Inc. for a 42,000 square foot structure in Arcata, CA that will provide for a comprehensive health care center.

Department of Commerce

Chicago Export Diversity Program: The Chicago office of DOC's Minority Business Development Agency is working with Rainbow PUSH and four other local organizations to develop an Export Diversity Program. The program will conduct a five-day training program for export-ready minority businesses in early April. The same organizations

plan to form a "Global Diversity Group" to increase the number of minority-owned firms exporting their services and products.

Department of Education

DOEd Clarifies Position on FL Higher Education Plan: In response to a request from Dr. Mary Frances Berry, Secretary Riley has clarified DOEd's position on Gov. Jeb Bush's One Florida Education Plan. In a February 7 letter, the Secretary assured Dr. Berry "that the Department has not endorsed or approved the Governor's Plan." The Secretary also expressed his "regret that some individuals and press accounts had misread and misinterpreted" an earlier letter from DOEd's Office for Civil Rights.

Opposition to the plan seems to be rising in Florida. In January, two state lawmakers staged a sit-in at the state Capitol, claiming that the plan would reduce minority admissions at state schools. And on February 8, an estimated 2,000 students demonstrated at the state Capitol, leading Gov. Bush to meet with student leaders and make some concessions, but, according to The Miami Herald, the Governor "did not budge on the basics" of the plan.

Department of Housing and Urban Development

U.S. Postal Service Dedicates Stamp to Patricia Roberts Harris: In a recent ceremony at Howard University in Washington, DC, the U.S. Postal Service dedicated the latest in the Black Heritage Series in memory of the late Patricia Roberts Harris. Patricia Roberts Harris was the first African-American to hold a U.S. Ambassadorship, when President Lyndon Johnson appointed her Ambassador to Luxembourg in 1965. President Jimmy Carter appointed Ms. Harris as the Secretary of the Department of Housing and Urban Development in 1977. Ms. Harris was the first woman to serve as Secretary of HUD, and the first African-American woman to serve as a Cabinet member.

FHEO Prepares for National Fair Housing Month: April is National Fair Housing Month. Assistant Secretary Eva Plaza plans to travel to Tucson, Arizona and Ontario, California to deliver keynote addresses at conferences in those locations. General Deputy Assistant Secretary Amy Wilkinson will speak before those attending the fair housing activities in Louisville, Kentucky.

Across the country, FHEO's Philadelphia Hub Office has partnered with the Community Builders in its region to coordinate broad events, and plan to air radio spots throughout the area. Lastly, in Arkansas, FHEO plans to host an all day event that will feature a partnership signing between the Arkansas State HUD office and the Arkansas State branch of the NAACP.

Department of Interior

Great Plains Regional Tribal/Federal Agency Conference: On February 15-17, 2000, a Tribal/Federal Agency Conference will be held in Aberdeen, SD, to collectively pool the diversity of knowledge among tribal and federal attendees, and to share the expanse of services that Federal agencies can offer the tribes in their servicing area. Tribal leaders planners, community college officials and a broad spectrum of Federal officials from various agencies will attend. This conference is a follow-up to the President's meeting on May 12, 1999, with 19 tribal leaders from the northern plains states.

Department of Justice

Discriminatory City Council Method of Election: On February 2, the Department filed a lawsuit against Passaic City, NJ, challenging the city's method of electing its City Council members. We allege that the at-large method used to elect the Passaic City Council dilutes the voting strength of Passaic City's Hispanic citizens in violation of Section 2 of the Voting Rights Act. After extensive efforts to negotiate a settlement with the city were unsuccessful, we determined this suit was necessary.

Previously, in June 1999, we simultaneously filed a related complaint and consent decree in a lawsuit against Passaic County and Passaic City concerning language assistance for Hispanic voters. Implementation and compliance activities related to that consent decree are ongoing.

Shooting of African American Officer in Providence, RI: Community Relations Service is providing on-site conciliation assistance to Providence, RI, in the aftermath of the shooting death of an off-duty African American police officer by two white police officers on January 28.

Law Enforcement Recruitment and Hiring: On February 7, the Department hosted an all-day meeting of law enforcement, civil rights and community representatives on a project to identify -- and document for use by other law enforcement agencies -- "best" or "model" employment practices used by police agencies to achieve diversity and promote community policing values. This is a follow-up project from the Attorney General's June 1999 conference on Strengthening Police-Community Relationships. A guide that describes these diversity-promoting practices is to be published by July 2000. A follow-up meeting on racial profiling and data collection will be held on February 17.

Small Business Administration

New Markets: On February 10, Administrator Alvarez will travel to New York City (Region 2) to keynote a *Minority Entrepreneurs Forum* for technology-based businesses. The Administrator will also participate in a local partnership agreement signing with the Chinese Consolidated Benevolent Association, the Chinese Chamber

of Commerce and the Chinese American Restaurant Association. An agreement will also be signed with the Taiwan Merchants Association.

The partnership agreement ensures that Asian-American and other minority markets will have access to SBA programs and resources. In turn, the associations will direct minority entrepreneurs to SBA and other resource organizations who assist start-up businesses.

Social Security Administration

National Initiative to Provide Information to African-American Communities: On the weekend of February 19-20, members from all thirty-nine chapters of SSA's Black Affairs Advisory Council (an employee advisory committee) will be involved in community-based outreach activities across the country. During this national initiative, members will voluntarily participate in activities to provide information about Social Security programs in their respective communities. Letters will be mailed to nearly 100 African-American national organizations and the 210 African-American owned newspapers.

The national organizations represent 47,665 chapters, 75,500 congregations and 47.1 million members. The 210 African-American newspapers have a combined weekly or biweekly readership of 10 million. The two-day activity is expected to reach approximately 75,000 people nationwide.

Regional Commissioner to Meet with Tribes in Kansas: On February 24, Michael Grochowski, SSA's Kansas City Regional Commissioner, will meet with Steve Cadue, the Tribal Council Chairperson and representative of the Kickapoo tribe, and representatives from the Sac and Fox, Iowa, and Prairie Band Potawatomi Native American tribes to discuss Social Security programs and services to Native Americans. The all-day meeting, which will also cover Medicare and Medicaid issues, will be held at the Kickapoo Reservation in Horton, KS.

Regional Commissioner to Host Hispanic Forum in New Jersey: On February 25, SSA's New York Regional Commissioner, Beatrice M. Disman, will host a Hispanic Forum at Seton Hall University in South Orange, NJ. The objective of the forum is to disseminate Social Security information (including a compendium of materials available in Spanish) to State Hispanic leaders and to forge ongoing relationships with community-based organizations representing a growing segment of New Jersey's population. The forum will be held in conjunction with the Morris County Office of Hispanic Affairs, the New Jersey Latino Leadership conference, the Hispanic Directors Association of New Jersey, and the Puerto Rican Institute at Seton Hall University. Attendees will include Executive Directors of Hispanic groups, community leaders, New Jersey Congressional delegation staffs, and State and local elected officials.

Department of Transportation

U.S. Coast Guard's Partnership in Education Award: On January 24, the US Coast Guard's Assistant Commandant for Civil Rights presented the Commandant's Collaborative Partnership In Education Award to Anton Gredina Elementary School, Garrett Morgan Cleveland School of Science and Coast Guard District Nine in Cleveland, OH. Coast Guard support under this collaborative partnership has led to: increased parent and community involvement by 30% from 1997, award of a \$375,000 technology grant that will provide 3 PCs and 1 printer in each classroom, the creation of 5 computer labs with laptops for each teacher, increased attendance rate from 86.9% in 1997 to the current rate of 94%, and other improvements.

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN

2-14-00

February 11, 2000

WEEKLY MEMORANDUM FOR THE PRESIDENT

THROUGH: JOHN PODESTA

FROM: LYNN CUTLER *LC*

CC: MARIA ECHAVESTE

SUBJECT: THE DELTA AND INDIAN COUNTRY

*copied
Cutler
Podesta*

Regional Delta Authority

- We did briefings on the Hill yesterday on the Authority that were organized by Lisa Kountoupes.
- Michael Deich from OMB walked the staff people on the Hill through it. We are going to do a briefing with the Governors of the seven states on February 28, 2000, which is on your schedule. I am also convening a meeting with the outreach offices so that we can organize a grassroots effort to get this passed.

Native American Budget Initiative

- Last week, I spoke to the tribes of the Southern and Eastern Association and talked about your budget initiative. It was very well received.
- Yesterday, I briefed the House staff of the Indian Caucus and the Senate staff of the Indian Affairs Committee on the 2001 Native American Initiative. There were several people from both sides of the aisle in attendance and they were very supportive. Today, Mary Smith and I met with budget and legislative affairs representatives from the agencies involved in the Initiative. Our goal is to get them working on the different items as soon as possible and to spread the word. We will meet with them regularly to track progress.

Laguna Pueblo Renewable Energy Projects

- In response to your note on my report of the Laguna Pueblo Renewable Energy Projects, I talked to Deputy Secretary of Energy, T. J. Glauthier, and told him of your interest in our doing more of these. He promised to look into it.

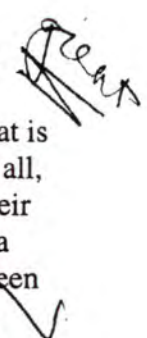
MEMORANDUM FOR THE PRESIDENT
PAGE TWO

THE PRESIDENT HAS SEEN
2-14-00

Hualapi

- After research, we had a letter sent from you to the Hualapi Nation that responds to the issues in the letter given to you at Grand Canyon.

The American Indian Higher Education Consortium

- This week, the American Indian Higher Education Consortium came to the White House. This private non-profit includes all of the Tribal Colleges and other supporters of higher education. They were so thrilled with the \$70 million plus commitment to the colleges that is in your budget. In a wonderful, moving ceremony in the Indian Treaty Room, drums and all, they "honored" Mary Smith, Rich Kodl, formerly of OMB, and myself for our work on their behalf. It was an honor I accepted on your behalf. One of the tribal leaders was wearing a medal given to his great-grandfather in the White House for military service. It had not been back here since then. One of the student leaders told me he had been able to go to school because of the Hope Scholarship and asked me to thank you. It was a profoundly moving day. 

Washoe

- I met with Jim Lyons, the Under Secretary for Natural Resources at the Department of Agriculture, this week because there still has not been a final resolution of the tribal land issue with the Washoe. As you know, you and others ordered that the Washoe, under Chairman Brian Wallace, be given access to Lake Tahoe. Last summer, we were able to work out an interim agreement. I was under the impression that a final agreement had been put in place and just learned that nothing has happened. I asked Lyons to come in and he promised to go to San Francisco by the end of the month and get the land issue resolved. I told him that you would be very unhappy that this has dragged on for so long. In the meantime, Brian is asking Senator Reid to introduce legislation to get the land access for them.

Most Historically Oppressed Group Poll

- Attached is a poll that was reported during the working session on Americans' perceptions of Native Americans.

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REUTERS

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No, but 3rd.com does.

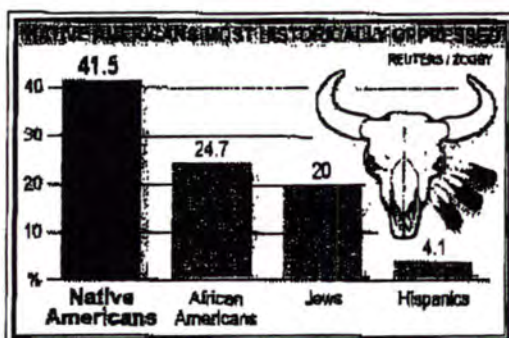
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Wednesday February 9 4:04 PM ET

The Most Historically Oppressed Group

UTICA, N.Y. (Reuters/Zogby) - Americans believe that Native Americans have been the most historically oppressed ethnic group, a new Zogby America poll reveals.



The February survey of 1,126 adults nationwide showed that 41.5% cited Native Americans as the most oppressed ethnic group in history. The next most oppressed group were blacks, followed by Jews and Hispanics.

Native Americans were identified as the group with the most troubled history by all age categories. However, runners up for the most oppressed varied between blacks among 18-34 year-olds, and Jews among those aged 35-54.

Blacks overwhelmingly chose their culture as the most oppressed ethnic group, but Hispanics chose Native Americans over themselves.

What we asked:

"Which ethnic groups do you believe have been the most oppressed throughout history? Native Americans, Jewish, African American, Hispanic."

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THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN
2-14-00

February 11, 2000

copied
MacKay
Podesta

MEMORANDUM FOR THE PRESIDENT AND THE VICE-PRESIDENT

FROM: Kenneth H. MacKay, Jr. *KAM*

SUBJECT: Special Envoy for the Americas Weekly Report

CBI: We continue to work on CBI, speaking with congressional offices and co-
outreach, most recently to Hispanic leaders. In discussions this week with our Ambassadors to
CBI countries, they also expressed a desire to help secure passage. In CBI interagency meetings,
the information we are gathering from our embassies, other agencies, foreign governments, and
U.S. industry on levels of regional fabric production is helping formulate the Administration's
positions for options in conference.

Colombia Supplemental: Among Democrats, an important consideration for the Colombia
supplemental is the human rights elements of the package, specifically strengthening democratic
and judicial institutions, developing lasting economic alternatives, as well as preventing U.S.
assistance from ending up in the hands of units cooperating with the paramilitary. In addition,
early criticism of the package has been focused on the "balance" of the request and the level of
funds for regional efforts. These issues are the focus of my discussions with Members of
Congress.

Argentina: Argentina is pivotal to the U.S. agenda in this hemisphere to build a vibrant free
market in the region (Argentina now chairs the FTAA process), fight corruption, and promote
transparent democratic institutions. By sending Ambassador Gonzalez to Washington, President
De la Rúa signaled his determination to build further on the close ties between our two countries
with a strategy for economic and democratic prosperity in the region. Ambassador Gonzalez was
a key architect for nurturing our bilateral relations under Menem and is a friend of this country,
with children and grandchildren who are U.S. citizens. I point this out to emphasize the
symbolic importance of inviting President De la Rúa to an early Presidential visit.

Bolivia: The energetic Vice President Quiroga of Bolivia was in Washington this week to draw
attention to the need for additional assistance to support Bolivia's alternative development
program. Since President Banzer has taken office, coca production in Bolivia has decreased by
65 percent. In our meeting, however, he expressed his concern that without additional funding
for alternative development programs, farmers will return to illegal coca production. Our efforts
to support Plan Colombia may make Bolivia an attractive alternative for narcotics production
and place additional pressures on Bolivia's eradication program.

Guatemala: I met with President Portillo's newly appointed Minister of Labor in Washington
last week. I was impressed by the new Administration's willingness to engage on contentious

issues and to zealously prosecute labor and human rights violations. So far, President Portillo appears to be determined move his country forward in a positive and constructive fashion. I think that we can and should assist so long as he does not deviate from his current path.

Disaster Preparedness: I met with FEMA Director James Lee Witt to discuss and explore opportunities to improve the United States Government coordination and cooperation in terms of disaster preparedness throughout the Americas. The director and I are developing a concept paper for your review along these lines.

Business Outreach: My chief of staff, Francisco Sanchez, was the keynote speaker at the Association of American Chambers of Commerce in Latin America's Annual Strategic Planning Retreat. He emphasized the Administration's continued commitment to the Free Trade Area of the Americas, as well as our short-term priorities of CBI and Supplemental Funding for Colombia.

To
SANDY
THURMAN
PH

'00 FEB 14 PM 4:18

Betty

As we discussed. I'm
very appreciate for any-
thing you can do for
Dr. Crosby.

Thank you -
Gayle

Dr. Ernestine
Crosby -
301-732-0042.

Thanks
a Million

Paralel -

2 issues from
Feron Jordan -

1. AIDS

2. Love Relations

Centre answer? B



Ernestine M. Crosby, R.N., PH.D. P.O. Box 2124, New York New York 10027 (212) 866-4028

June 15, 1999

Mr. Vernon Jordan
1333 New Hampshire Avenue, N.W.
Fourth Floor
Washington, D.C. 20036

Dear Most Honorable Mr. Jordan:

Thank you for calling New York (Ramona) to inform us of your trip to Japan. It just reaffirms that we shall have an audience with you soon.

We have decided that because of your grueling schedule, it is more expeditious to mail you the enclosed package which includes the following:

- 1) This lengthy letter
- 2) Our brilliant HIV/AIDS proposal
- 3) A letter of support from William Gray, III
- 4) A letter ~~from~~ ^{to} Maggie Williams
- 5) An abstract
- 6) A treatment of Barry
- 7) A script
- 8) An article about Ron Dellums
- 9) Miscellaneous Articles

It must be emphasized that this novel proposal is not one which was concocted on the spur of the moment. An enormous amount of energy and effort has been expended toward its design and development since 1991.

The genesis of the HIV dilemma began in approximately in 1980 (public awareness). However, we did have the new disease: "The Gay Bowel Syndrome" during the early seventies and "the Ebola Fever" in 1976. A steady progression culminated into full blown AIDS in the early '80's, years before this horror came to the forefront.

In 1983 I was invited to assist in organizing the Greater Baltimore Professional Association as its only straight, only Black, only female Ph.D of the group for three years. Our group consisted of psychiatrists, other physicians, psychologists and social workers, all in private practice. All gay men, totaling over 100 members by spring 1984, when we became the Greater Baltimore Professional and Business Association. Also, during this time, I met gays from New York, Washington, D.C. and San Francisco and may have met Larry Kramer, Kruse and possibly Randy Shilts.



Ernestine M. Crosby, R.N., PH.D. P.O. Box 2124, New York, New York 10027 (212) 866-4028

Members of our group, visited and provided psychotherapy for AIDS patients who were housed at HERO, a hospice we supported, where young gay men (average ages 22-23) were dying like flies, as were many of our colleagues.

Of my four private practices (Washington, D.C., Florida, Baltimore, New York), each was begun with a gay male, lesbian and/ or a substance abuser. My first HIV positive patient was realized in my NY practice, (1987). It is here I really learned about AIDS and its treatment, etc through and with this patient. As I collaborated with his doctors at Albert Einstein Hospital, I began to learn so much about HIV/AIDS. In addition, I provided treatment for his lover until his death as well.

At this time, there was very little information regarding HIV/AIDS and a dearth of research and treatment modalities, with AZT being the only drug for treatment. During this time while attending some of the earliest seminars and conferences on HIV/AIDS, I was asked to provide therapy for a group of young Black males who were HIV positive, in their teens and early 20's. I provided therapy to this group for one and a half years.

From 1985-1987, as the Psychiatric Clinician, a new designation at the Baltimore City Jail, my duties were to assist the psychiatrist and to provide psychological therapy for both male and female inmates who were assigned to the psychiatric units. One of my gay colleagues from the GBPB Association came on board as medical director at the time and asked if I would supervise the care of all HIV/AIDS inmates which had already become a reality. What was so amazing and heart wrenching, was that all the inmates in the general population accepted those who were diagnosed as being HIV positive. None at that time had developed full blown AIDS. However, three males who were discharged on my follow-up three and six months later, were still alive. One year later, two had died and the third was suffering from full blown AIDS as was his fiancé with whom he sought therapy with me during his incarceration. They had a three year old daughter who was HIV negative and was being cared for by his mother.

From 1985-89, I treated in my private practice a young black male for 2 years before he tested HIV positive and within six months, he was diagnosed with full blown AIDS (See treatment/script of Barry: I apologize for the typos. Ramona did not feel that I should send it because "it needs some more work".) Nevertheless, Barry's struggle was in a way my struggle for almost two years. His illness was so impactful, that I was driven to begin a mission- "a journey". His story was the impetus behind the development of the script followed by the proposal. Subsequent to copyrighting and publishing, Ramona and I sought the services of



Ernestine M. Crosby, R.N., PH.D. P.O. Box 2124, New York New York 10027 (212) 866-4028

an entertainment attorney in New York who cautioned us to be very selective with whom we shared our information, "You cannot trust it with anyone working in commercial television." Approximately, two years ago when we again sought his assistance, we could not locate him. That is when you came to mind! As a result, the treatment and/or the script have been shared with a few colleagues, Hal Prince who liked both but was busy with Showboat and referred us to George Wolfe who expressed much interest. However, I did not follow through. I should have mentioned earlier, both the proposal and the treatment are registered with the Writer's Guild in New York.

Last year, while visiting my older daughter and grandson in Lanham, Maryland, she introduced me to Congressman Albert Wynn. He referred me to a doctor and friend at NIH (I informed him that I am a Special NIH Fellow) Through this introduction, I was put in contact with two other doctors, all of whom were African American. ~~Our proposal was~~ presented at the 8 am meeting the next morning to Dr. Anthony Fauci, Director of Immunology/ Communicable Diseases and his committee. Although impressive, a program very much like ours was being instituted in Seattle, Washington. We were asked to design another. We decided to take a breather.

A new proposal/video for teens at risk was

Last month, while back in New York, I met Michael Poon, M.D., Assistant Professor of Medical Cardiovascular Institute, Mt. Sinai Medical Center. He is conducting research in the area of HIV/AIDS as it relates to the heart and is very interested in participating in our project. Between Dr. Poon and I, David Ho, M.D. who is the AIDS scientist/researcher, Director of the Aaron Diamond AIDS Research Laboratories in New York, will be contacted for his participation. Both researchers could function as our primary television researchers/discussants.

Our major goal is to save millions of lives internationally especially African American youths between the ages of 13 and 19, Hispanics, a population (overlooked) of male and female African American, ages 55 and above and that 90% or more of Africans who are newly HIV infected.

Our purpose in seeking an appointment with you is twofold: To ask for your help which we desperately need to save this brilliant program, and secondly, to save millions of lives internationally. We believe it can be demonstrated to television executives once again that African Americans, in particular 3 African Americans, who happen to be females, can design and implement programs of substance. Programs such as our proposal, are both noteworthy and necessary to negate the stereotypical genre of the rap/ghetto mentality.

With your help, we can make this become a reality. Can you envision this?



Ernestine M. Crosby, R.N., PH.D. P.O. Box 2124, New York New York 10027 (212) 866-4028

A presentation of this original HIV/AIDS program via television during the next television sweep period, with the Executive Producer as Linda Bloodsworth Thompson or Nora Ephron; music by the Artist and presented by ABC with CEO Michael Eisner.

We appeal to you for your assistance in saving this program and in saving millions of lives Internationally especially African American teens, aged 13-19, Hispanics and those in Africa where over 90% of all new HIV infections occur.

Thus, our program will not only be beneficial but very profitable for the television station which sponsors it.

Thank you.

Most respectfully,

Ernestine Crosby
Ramona Maben
Deborah H. Harrison
Ernestine Crosby
Ramona Maben
Deborah Williams Harrison

THE WHITE HOUSE

Mr. President

A friend of mine asked that I deliver the attached letter to you. It is from Dr. Albert Mousheikes, a founder of the Rally for the Republic party, former member of Parliament and former Cabinet minister. I am forwarding it to you as one person's perception of Lebanon's interests and hopes in the Middle East peace process.
(over)

Send to ~~President~~?

Yes ☒

No ☐

Please Respond ASAP

RED Card
DOT BC SIG ☒

I don't know whether
you (or Sandy) will
find it useful or not,
but wanted you to
have it for whatever
value it may have.
I also attach Dr.
Moultrie's CV.

Bra

Rally For the Republic

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January 17, 2000

H.E. Mr. William Clinton
President of the United States of America
The White House

Mr. President;

I have the honor, in my capacity as President of the Rally For the Republic in Lebanon, to write this letter in the name of the Lebanese citizens, both in Lebanon and abroad.

You no doubt are aware of the dramatic situation from which the Lebanese people have been suffering for more than 20 years. This includes particularly all effects caused by the occupations of the Israeli and Syrian armies, as well as the Iranian interference through its funding and arming of various militias. The most recent episodes included the most dangerous terrorist action and clashes in Northern Lebanon, which were swiftly and courageously crushed by the Lebanese army, alas at the expense of a heavy toll of 11 army martyrs.

Allow me here to emphasize the fact that it was the Lebanese army alone that destroyed the terrorist groups, with no other external help. This is to confirm, Mr. President, that the Lebanese army and internal security forces can oppose any attempt at destabilizing security and order in Lebanon. This is also to rebut any attempt at showing the Lebanese own military incapable alone of assuming its role, as was misleadingly promoted by a few to maintain Syria's grip and control over the Lebanese internal affairs. We therefore cry-out with late President Sadat addressing Syria: "lift your hands off Lebanon".

In the same time, allow me to also emphasize, Mr. President, on the security risks represented by the armed presence of Palestinian refugees in Lebanon, as well as by the political and structural risks caused by their massive presence. We fear that, with time, such presence will turn the Lebanese citizens into a minority in their own country. Looking at the problem from a geographical and demographical perspective, it is easy to note that a large number of Palestinians are crammed in Lebanon, a country that has a population density of 400 person per Square kilometer, while such density in many other Arab countries is in the range of one (1) person per square kilometer.

We as Lebanese citizens expect a lot from the US administration, particularly in this very critical phase of the Middle East peace process, where it is playing an important role in helping all concerned parties to reach the goal of a comprehensive, just, and

lasting peace in the region. Such expectations are based on a long-standing US/Lebanese friendly relations, going back to more than 100 years, of Lebanese emigration to the US, and of American participation in the economic and cultural development of Lebanon. This latter role was particularly played by the American University of Beirut, which is the focal point of fine higher education for Lebanese and all Arabs alike, many Arab leaders having graduated from this university.

The Honorable Secretary of State Madeleine Albright had confirmed to the Lebanese people during a press conference in Beirut, that your administration will be actively working towards the withdrawal of all foreign troops from Lebanon, so that our country may enjoy freedom, independence and sovereignty.

We have recently read a response offered by Mr. James Rubin on January 5, 2000, to a question about whether or not the Syrian and Israeli negotiators had addressed the issue of Lebanon. Mr. Rubin had answered in essence that it was certain that some linkage existed between the Syrian and the Lebanese tracks of negotiations with Israel, and that the issues relating to Lebanon could not be discussed because Lebanon was not present.

We fear that despite these assurances, the issues related to Lebanon were discussed, particularly in the light of unchallenged reported information that Syria will guarantee the proper implementation of the Lebanese/Israeli agreement. We further fear that Lebanon is already *ON* the negotiation table, before our country is invited to be *AT* the negotiation table.

Until this happens, we hope and trust that you Mr. President and Secretary Albright will, in our absence, represent a guarantee for the preservation of Lebanon's rights, freedom, independence and sovereignty. These rights and interests are now clear to us and could be summed-up as follows:

1. Effect the total liberation of our territories occupied by Israel, through the implementation of UN Security Council resolutions 425 and 426 (the latter including the implementation process of the former resolution).
2. Effect the withdrawal of all other non-Lebanese forces from Lebanon, particularly the Syrian army.
3. Disarm all locally armed factions, including Hisbullah and all Palestinians.
4. Reject any possibility of a Palestinian implantation in Lebanon, based on their right to return to Palestine; if this were truly impossible, the only acceptable alternative would be to relocate them in third countries, including Arab states.

Our hopes are very high in the role which you could play, M. President, in preserving Lebanon's rights, independence and sovereignty.

Our small country, which is a founding UN member, a key actor with the US in the drafting of the Universal Declaration of Human Rights, a haven for democracy in the

Middle East, cannot imagine for a moment, that the government of your great country, that has actively participated in the liberation and the democratization of so many countries, will not live-up to its mission and role when it will come to the freedom, the independence and the sovereignty of Lebanon.

May God be with the United States of America and with Lebanon.

Yours Sincerely,

Dr. Albert Moukheiber

Dr. ALBERT MOUKHEIBER

Beit-Mery, Lebanon
Tel: 961-4-972002 / 961-1-333712
Fax: 961-4-972705

Founder and Leader of the Lebanese Rally For the Republic, a democratic opposition party founded in 1969.

Former Member of the Lebanese Parliament.

Elected to the seat of the Metn District from 1952 through 1968 and from 1972 through 1992.

Former Deputy Speaker of the House of Parliament (elected from 1990 through 1992)

Has Taken Office in Several Cabinets (Deputy Prime Minister, acting Prime Minister ad-interim for 4 months, Minister of Health, Minister of Education, Minister of Housing and Cooperatives, Acting Minister of Defense, Acting Minister of Foreign Affairs Replacing Hon. Charles Malek upon election as President of the United Nations General Assembly).

MD Physician, trained in Lausanne, Switzerland.

Rajen S. Anand

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E-mail ranand2@prodigy.net or rajen.anand@

2-14-00
N6C
Send to ~~the~~?

Yes ☒

No ☐

Carl

February 10, 2000

Betty Currie
Personal Secretary to the President
1st Floor, West Wing
White House
Washington DC 20500

Dear Betty:

I will be eternally grateful to you if you will please bring the accompanying letter to the attention of President Bill Clinton. I have known President Clinton for the past several years, and I am currently his political appointee serving as head of the USDA's Center for Nutrition Policy and Promotion (CNPP) in Washington DC, a Senior Executive Service position. When I saw him last time and asked him how I can communicate with him, he graciously told me to send a letter through you.

I came to Washington DC in 1995 after having lived in California for over 31 years. I was very active in California Democratic Party State Central Committee and served in various capacities including two terms on its Executive Board, chair of the Asian American and Pacific Islander Caucus, and co-chair of the Platform Committee. I was very much involved in the 1992 campaign of Clinton for President, serving both on the Finance Committee and Steering Committee. I was an elected delegate to 1988 and 1992 Democratic National Convention. For the first time in history, we had a separate field office in Cerritos under the Indo-Americans for Clinton, which served various Democratic Clubs in the area.

Before I joined the Clinton Administration, I was at the California State University, Long Beach as faculty member for over 25 years. At that institution, I served as founding chair of the Department of Anatomy and Physiology for 4 years and chair of the Communicative Disorders for two years.

I have always taken great pride in my association with the President. Every time I see him, I feel inspired and energized by his touch. I think, history will judge him as one of the greatest Presidents of the United States.

★ I would very much like to be a part of the delegation accompanying President Clinton on his trip to South Asian countries in March 2000. I would appreciate any help you can give me in bringing my case to the attention of the President.

Thank you very much for this act of kindness. With best personal regards,

Sincerely,

Carolyn?

Rajen

Rajen Anand, Ph.D.
Executive Director, CNPP

B

Wants to be part of
Asia delegation!

Rajen S. Anand

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Telephone (703) 642-3156; Fax (703) 642-3157

E-mail ranand2@prodigy.net or rajen.anand@usda.gov

February 4, 2000

The Honorable William Jefferson Clinton
President of the United States
White House
Washington DC 20500

Dear President Clinton:

I am delighted to learn of your visit to South Asian countries. I wish you a great success on this trip.

I am taking the liberty of requesting you to consider including me in the American Delegation to accompany you when you visit India and other South Asian countries in March 2000.

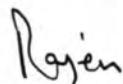
I am one of your political appointees, serving as head of the USDA's Center for Nutrition Policy & Promotion, a Senior Executive Service (SES) position in your Administration. A staunch Democrat for the past 36 years, I have been a passionate supporter of you and your Administration since I first met you in September 1991 in Los Angeles.

I have enclosed a copy of my brief resume for your review. I have been involved in civic and community affairs for nearly 3 decades. I have served on the Executive Board of the California Democratic Party for two terms and a member of the State Central Committee for more than 20 years. I was an elected delegate to the 1988 and 1992 National Democratic Conventions. In community affairs, I have served in leadership role in many Indo-American, Asian American and mainstream organizations. I am the founding chair of the Indo-American Political Association, which was established in California in 1986.

I will be eternally grateful to you if you will please consider including me in the Presidential Delegation visiting South Asian countries.

Thank you very much. With best personal regards,

Sincerely,



Rajen S. Anand, Ph.D.
Executive Director, CNPP.
6912 Winter Lane, Annandale VA 22003

NEWS

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ANAND NAMED EXECUTIVE DIRECTOR OF USDA'S CENTER FOR NUTRITION POLICY AND PROMOTION

WASHINGTON, Nov. 19, 1997--Agriculture Secretary Dan Glickman today announced the appointment of Dr. Rajen Anand as Executive Director of the USDA Center for Nutrition Policy and Promotion.

"Dr. Anand brings a unique combination of academic qualifications in science, education, and medicine and experience in administration and public policy to his new position," said Glickman. "I am pleased to announce Dr. Anand's addition to our management team and have full confidence in his ability to carry out the mission of the Center -- to promote good nutrition for all Americans."



Under Secretary for Food, Nutrition and Consumer Services Shirley Watkins noted, "I have known and worked with Dr. Anand for a number of years and am pleased to join Secretary Glickman in welcoming him as the Center's Executive Director. I look forward to working closely with him in our efforts to improve nutrition in the diets of all Americans, especially USDA food assistance program participants."

The Center is best known for its development and publication of the Dietary Guidelines for Americans and the Food Guide Pyramid. Anand will lead a staff comprised of nutritionists, economists, mathematicians, and food and social scientists.

Anand joined the Center in January 1995 as Deputy Executive Director. Prior to his work at USDA, he served as professor of physiology for 25 years-- including 6 years as the department chair--at California State University, Long Beach. During his tenure at Cal State, he was honored with the Outstanding Professor Award and twice with Meritorious Performance and Professional Promise Awards.

A graduate of the University of California, Davis, Anand holds a doctorate in human physiology, nutrition and biochemistry and a second doctorate in veterinary medicine. He has published over 35 scientific articles in national and international journals and made presentations at numerous professional meetings worldwide.

The mission of the Center for Nutrition Policy and Promotion is to improve the nutritional status of all Americans by serving as the focal point with the Department of Agriculture in linking research to the dietary needs of the consumer.

#

Rajen S. Anand*

Dr. Rajen S. Anand currently heads the Center for Nutrition Policy & Promotion in the United States Department of Agriculture and serves as its Executive Director. The mission of the Center is to improve the health of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers. The Center coordinates the overall nutrition education policy within the United States Government. Under the leadership of Dr. Anand, the Center developed and released the Food Guide Pyramid for Children, ages 2-6 years, produced a new Thrifty Food Plan 1999 which sets the allotment of food stamp recipients, reviewed and reported the dietary status of WIC participants, and is in the process of revising the Dietary Guidelines for Americans 2000. The Center is a part of the Food, Nutrition, and Consumer Services, an agency with a \$38 billion annual budget.

Before joining USDA in 1995, Dr. Anand was a Professor at the California State University, Long Beach since 1970. He served as the founding chair of the Department of Anatomy & Physiology (1985-1989) which was started from scratch under his leadership. He also served as chair of the Department of Communicative Disorders (1990-1992).

As head of the Department at the University, Dr. Anand was responsible for recruitment, evaluation and supervision of faculty and staff and was an advocate and leader of the academic unit. He managed fiscal resources, developed budget, and carried out other administrative operations.

He received his Ph.D. in human physiology, nutrition and biochemistry from the University of California, Davis in 1969. He also holds a doctorate in veterinary medicine (D.V.M.). He completed post-doctoral fellowships at U.C. Davis in metabolism, and at the UCLA-Harbor Medical Center in pediatric endocrinology. Dr. Anand's research is in the area of energy metabolism, particularly involving in-utero studies on the effect of maternal nutrition on the developing fetus. Dr. Anand and his colleagues demonstrated for the first time that the fetus is incapable of synthesizing glucose and is totally dependent on the maternal supply. An induced hypoglycemia in the mother will lead to low blood sugar in the fetus, and thus will effect its growth potential. His recent research deals with the study of overall diet quality and its linkage with chronic diseases in the targeted group of Americans.

Dr. Anand has given lectures at national and international professional meetings as well as at academic institutions.

Dr. Anand is a member of the American Physiological Society, Sigma Xi, Phi Kappa Phi Honor Society and American Association for Advancement of Science. Among the most active members of the faculty, Dr. Anand served on numerous University wide committees including the Academic Senate; Planning & Educational Policy (PEP) Council; College of Natural Sciences & Math Council; Strategic Planning Committee; and the Retention,

Tenure & Promotion Committee. He chaired the Asian & Pacific American Forum and was secretary of the California Faculty Association.

Dr. Anand has been honored with several academic awards including the Outstanding Professor Award at the Long Beach campus. He also was twice recipient of the Meritorious Performance & Professional Promise Award. At U.C Davis he was bestowed with the Outstanding Student Award in 1967 and 1968, and Hertzendorf Memorial Award in Physiology in 1969 (for outstanding academic achievements and humanitarian qualities). He is also listed in a number of bibliographic volumes.

Long involved in public policy issues and community service, he has served as an officer of a number of organizations: Asian and Pacific Americans in Higher Education (vice president); National Federation of Indian American Associations (secretary, vice president and executive director); Indo-American Political Association (chairman); Federation of Indo-American Associations of Southern California (secretary, president and chairman); Asian & Pacific Islander Caucus (vice chairman and chairman). He served on the Executive Board of the California Democratic Party and was co-chair of its Platform committee plank on immigration (1988-92). He was an elected delegate to the Democratic National Convention in 1988 and in 1992. He is listed in a number of biographical volumes.

In 1994, Dr. Anand was appointed by Education Secretary Richard Riley to serve on the 11-member National Committee on Foreign Medical Education and Accreditation. He was re-appointed in 1997 for another 3-year term.

Also a free-lance journalist, Dr. Anand has authored over 350 news stories and articles for various newspapers and magazines in addition to his 37+ scientific contributions in national and international journals.

* (Pronounced as Rah-jin Aw-nund)

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E-mail: Rajen.Anand@usda.gov or
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2-14-00

Send to Burkhardt?

Yes ☒

No ☐

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A valentine greeting is also on the way.

Paul Richard'

Article URL: <http://www.prospect.org/archives/V11-8/kaminer-w.html>

GAY RITES

Written by: Wendy Kaminer

While civil libertarians celebrated the recent decision by the Vermont Supreme Court recognizing the rights of gay and lesbian couples to wed or enter domestic partnerships, Republican presidential candidate Gary Bauer suggested that gay marriages were more immoral than murder. "I think what the Vermont Supreme Court did last week was in some ways worse than terrorism," Bauer declared.

Giving him the benefit of the doubt, I regard his statement as political hyperbole. I assume that, like most relatively sane people, even Gary Bauer would rather encounter two gay males holding hands than one terrorist. I assume that he doesn't really prefer the slaughter of innocents to the legalization of gay relationships, but perhaps this is wishful thinking.

Gay people have gained unprecedented rights and respect in recent decades, but homophobia continues to fuel moral reform movements on the right and exerts influence center court. Sometimes our obsession with other people's sexual orientations seems second only to our obsession with race. It's baffling. I understand gossip and prurience, but not moral outrage or even concern about the sexual preferences of consenting adults. Homophobia can't simply be attributed to religion (there is considerable support for gay rights in some religious communities), although it is often cloaked in religious rhetoric. But fear and loathing of gay people does seem as visceral as love of God, and equally tenacious.

It is hardly a function of ignorance and infects elites as well as plebeians. Supreme Court Justice Antonin Scalia has implicitly

Carolyn -
Can I decide
what to do w/ this?
Carol

compared homosexuality to murder, suggesting that voters might be justified in passing laws that express their "animus" toward homosexuals. Scalia made these remarks in a vituperative dissent in *Romer v. Evans*. In *Romer*, the Court struck down an amendment to the Colorado state constitution that prohibited cities and towns from enacting gay-rights ordinances; the majority held that the amendment was a discriminatory expression of animus toward one group of citizens. "Of course, it is our moral heritage that one should not hate any human being or class of human beings," Scalia conceded. "But I had thought that one could consider certain conduct reprehensible--murder, for example, or polygamy, or cruelty to animals--and could even exhibit 'animus' toward such conduct. Surely that is the only sort of 'animus' at issue here: moral disapproval of homosexual conduct... "

People opposed to gay rights typically characterize antigay laws as prohibitions on conduct, which obscures the frequent treatment of homosexuality as a sort of status crime: When people are fired or not hired because they are gay, they're being punished for who they are, not what they've done. While there is no bright line between identity and behavior (as the military's disastrous "don't ask, don't tell" policy has shown), there is a blurry one, which homophobes consistently ignore.

Consider the ravings of syndicated radio host and pop psychologist Dr. Laura. She views homosexuality simply as "sexual deviancy," associated with pedophilia, bestiality, and sadomasochism (not to mention crossdressing), which she says gay-rights activists are conspiring to normalize, with the aid of big government: "Again, a conspiracy... I'm the X-Files queen at this point... When you're trying to establish a world order [in which] deviancy becomes the norm and everything is okay and there should be no judgment, the first thing you have to do is either remove kids from their homes to brainwash them, like if there were government day care centers or mandatory preschools from the age of three."

Psychologists who claim that same-sex couples can raise healthy children are also part of the conspiracy that Dr. Laura perceives: The "stupid trash that comes out of the psychological community that says dad's not necessary [is] a plot for two women to have kids and justify it. If two lesbians can adopt or make children after the psychological community says that fathers are not relevant, then there's a lot of power, right? Believe me, all the points connect to one place."

It's not that she lacks compassion, the good doctor stresses: "I don't want anybody hurt. I don't want anybody killed." It's just that, for her, gay rights are limited to the right to be cured of gayness: "I would like homosexuals to have the ability to get reparative therapy so they could live, quote, 'normal' lives and have the benefit of heterosexual relationships."

Dr. Laura is an easy target, I admit, and it's tempting to dismiss her as the lunatic fringe (except that she is a nationally known, best-selling author, whose radio rants reach more than 14 million

people each week). A more sobering example of homophobia is mainstream and liberal opposition to gay marriage. The federal Defense of Marriage Act (DOMA), which greatly limited the effect of gay marriages legalized by any state, was approved in 1996, an election year, by overwhelming majorities in both houses. Supporters of this bill, originally championed by twice-divorced Georgia Congressman Bob Barr, included such liberal stalwarts in the Senate as Paul Wellstone, Barbara Mikulski, Pat Leahy, and Frank Lautenberg as well as Bill Bradley, who is now courting gay voters.

It's worth noting that all of these senators supported a federal law to prohibit employment discrimination against gay men and women, which very nearly passed in the Senate the same year. (The Employment Non-Discrimination Act, ENDA, was rejected by a 50-to-49 vote.) But ENDA did not involve sex, children, and the putatively sacred institution of marriage. It's hard to know how many votes in favor of DOMA were cast merely for expediency; but talking to legislators, you get the sense that opposition to gay marriage tends to be sincere, if inarticulate, even among supporters of equal employment laws for gays. Often, people can't quite explain why marriage should be limited to heterosexual couples; same-sex marriage just doesn't "feel right" to them.

How do you argue with a feeling? That's the challenge facing gay-rights activists. It's a challenge that has confronted all modern civil rights movements. For most of our history, traditional divisions of labor between men and women "felt right" to a great many Americans (and they continue feeling right to some). Racial segregation was once the law of the land partly because it "felt right" to white majorities. You can't generally defeat feelings like this with argument or logic. But, as Martin Luther King, Jr., demonstrated, you can successfully arouse competing feelings--passions for fairness, individual rights, and equal justice.

One of the legacies of the civil rights era has been the stigmatization of workplace discrimination, which apparently no longer "feels right" to a majority of Americans. According to a 1997 Newsweek poll, 84 percent of us profess to support equal employment rights for gay people. It is, however, difficult to gauge the depth of this reported opposition to discrimination, which has yet to be widely translated into law. In 39 states, you can be dismissed from your job because of your sexual orientation.

Lacking civil rights under state law, you're not likely to find much protection in federal court: In a 1997 case, *Shahar v. Bowers*, the U.S. Court of Appeals for the 11th Circuit held that a lawyer in the Georgia attorney general's office could be fired because she was a lesbian.

The *Shahar* case is notable mostly for the hypocrisy it endorses. Former Georgia Attorney General Mike Bowers fired Deputy Robin Shahar when he learned she was about to have a commitment ceremony with her partner. Bowers successfully argued that employing an openly lesbian attorney would compromise his ability to enforce antisodomy laws and

address other "controversial" matters involving gay rights. (Even though the commitment ceremony was religious, the court found that Shahar's firing did not violate her First Amendment rights.) But a few days after the 11th Circuit's decision was announced, Bowers (involved in an ultimately unsuccessful gubernatorial race) admitted that he had been cheating on his wife for years, with an employee in the Department of Law. So much for defending marriage and the purity of the AG's office.

Shahar went back to the 11th Circuit Court seeking a rehearing, pointing out that adultery, like sodomy, was prohibited by Georgia's penal law, but the court was unmoved by revelations about the attorney general's conduct. He didn't fire Shahar because of her sexual conduct, the court noted, pouncing on a questionable and highly irrelevant distinction; he fired her because she got married.

Over 30 years ago, in 1967, the Supreme Court struck down laws against interracial marrying, but only two years ago, it declined to review Shahar's case. In 1986 the Court upheld Georgia's antisodomy law in a notorious case that involved the arrest of a gay male engaged in consensual sex with another adult in his own bedroom. In that case, *Bowers v. Hardwick*, the Court indicated that adult homosexuals could be arrested for sodomy, in their own homes, partly because they weren't married. The Court observed that its previous decisions recognizing rights of sexual privacy all involved family, procreation, or marriage. In fact, Georgia Attorney General Bowers conceded that the antisodomy law could not be applied to married couples. (Presumably, it could have been applied to adulterers.)

What is the lesson of these cases for gay people? You can be fired if you get married and arrested if you don't. Marriage, under law, matters to gay couples for the same practical and emotional reasons it matters to many heterosexuals, but in some ways, given the discrimination gays still suffer, legalized gay marriages probably matter more.

It would be hyperbole to denounce the denial of basic civil rights and liberties to gay people as legal terrorism. But it is another instance of gratuitous government cruelty--supported by many citizens. Whether or not it's unconstitutional, somehow it just doesn't feel right.

Click here for information on the author
[1]Wendy Kaminer

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References

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To: Betty W. Currie/WHO/EOP

cc:

Subject: Article from The American Prospect

prich1@bellatlantic.net sent this article to you.
Comment from sender: 'Second article for the POTUS.'

Thanks Paul'

Article URL: <http://www.prospect.org/archives/V11-8/graff-e.html>

WEDDING MARCH:

How the Right's Campaign Against Same-Sex Marriage May Get Derailed In California
Written by: E.J. Graff

Marriage is between one man and one woman: 30 states and the federal government have passed laws insisting that it's so--and on March 7, Californians will vote whether to join them. As a result--or, more accurately, because of the money, rhetoric, and time the American right wing has spent ringing alarms about same-sex marriage and forcing lesbian and gay organizations into a fight they didn't choose--my marriage to another woman will almost certainly be legally recognized in my lifetime.

A continent and climate away from California, the state of Vermont has just edged closer to that possibility than many of us had dared to hope. On December 20, 1999, in *Baker v. State of Vermont*, the Vermont Supreme Court insisted that its state legislature must offer same-sex couples every legal benefit and obligation of marriage--with or without the symbolically contentious "m" word. The court wrote that "legal protection and security for ... avowed commitment to an intimate and lasting human relationship is simply, when all is said and done, a recognition of our common humanity." Overnight, state politicians began debating not whether but how to best offer equality to lesbian and gay pairs.

Vermont, of course, is a tiny and peculiarly progressive state, with 300,000 fewer residents than the city of San Jose. California includes one-eighth of the nation and has long spawned a startling array of American evils and goods. What's on its way from the Golden State? How has marriage--an institution so many heterosexuals are fleeing--become the most prominent gay-rights battleground?

Lesbian and gay organizations had repeatedly decided not to fight for marriage, seeing it as unwinnable--and perhaps as too conservative an

issue for those with radical feminist or gay-liberationist roots. But marriage has long been an obsession of antigay activists. "Any time we have asked for anything by way of family recognition, no matter how small, [our opponents] would accuse of us of knocking apart marriage," says Evan Wolfson, marriage project director at Lambda Legal Defense and Education Fund. His first public appearance as a Lambda lawyer came in 1989, after New York City Mayor Ed Koch issued an executive order permitting city employees to seek bereavement leave if a domestic partner died. "I was on Crossfire against Pat Buchanan and Bill Donohue, the head of the Catholic League here in New York, and they were both screaming that bereavement leave--this crumb of recognition--is marriage." The repeated cry of "marriage" at the skimpiest gains persuaded many gay advocates that they might as well pursue exactly that.

The marriage battle got a boost when, in 1993, the Hawaii Supreme Court shocked observers (especially the plaintiffs in *Baehr v. Lewin*) by ruling that, under Hawaii's Equal Rights Amendment, the state could not deny the rights and obligations of civil marriage to same-sex couples--why should a woman be able to marry a man, but not a woman?--unless it had a compelling interest. Many legal observers believed that Hawaiian same-sex marriages were just a breath away, soon to be followed by 50 legal battles over whether those marriages would be recognized by other states and the federal government.

Scenting a new, postcommunist scapegoat for a rapidly changing social landscape, Gary Bauer's Family Research Council and the Mormon Church came up with the tactically brilliant Defense of Marriage Act (DOMA): Marriage is between one man and one woman. In 1996 the Gingrich congressional class passed it--and President Clinton quickly signed it--banning federal recognition of same-sex marriages, and a right-wing coalition pledged to take DOMA to every state legislature. The 1996, 1997, and 1998 debates make for entertaining reading: In South Dakota or Kentucky or Maine, speakers have used precisely the same words to attack precisely the same "gay agenda." My favorite moment in these debates is when some state rep invariably announces that, without DOMA, men will soon be marrying their German shepherds.

The jeremiads backfired. Even 10 years ago, judges laughed out of court any suggestion of same-sex marriage. But as Americans repeatedly heard "gay" and "marriage" in the same phrase--not from perverts who could be ignored, but from ramrod-straight crusaders and members of Congress--it began to sound less like an oxymoron than a reality. By November 1999, an NBC/Wall Street Journal poll discovered that two-thirds of Americans expected to see legally recognized same-sex marriage in this century. Many--including some who should know better--think it's already happened. According to *The New York Times*, Portuguese-born Alexandra Sousa tried in February 1999 to persuade a Newark immigration judge to extend her residency; otherwise, under current immigration law, Sousa would have had to leave her longtime partner and their eight-year-old child. Civil marriage would have opened the possibility of her obtaining American citizenship. And so the judge asked: Isn't there some state where you can get married?

No, Virginia, there is no American state in which same-sex couples can marry—not even California. In fact, in 1977 California's legislature passed a law that explicitly restricts its marriage licenses to heterosexual couples, an antigay effort signed by Jerry Brown. But given the state's recent gay-friendly actions—ranging from legal recognition of two-mom and two-dad families to a statewide (if somewhat toothless) domestic partnership registry—the right wing wasn't convinced that California courts would refuse to recognize other states' same-sex marriages, should any ever take place. And so when Republican state senator William J. "Pete" Knight was twice frustrated in his attempts to get the California legislature to pass a DOMA, he took the measure to the voters as Proposition 22.

California is "the most socially libertarian of any state," says The Sacramento Bee's deputy editorial page editor Mark Paul—and Californians are particularly sophisticated about lesbian and gay rights, with 85 percent saying they know someone who is lesbian or gay. That makes the DOMA campaign—both pro and con—quite different than it would be anywhere else in the country. In December, Stanford University family law professor Michael Wald issued a report showing that, according to all reputable psychological research, children do just as well with lesbian, gay, or heterosexual parents—but children with two moms or two dads would be better protected if their parents could marry. Perhaps only in California could that popular stealth missile of American politics—the save-the-children plea—be used against DOMA.

The pro-22 side thus must "raise alarms about the possibility of gay marriage without seeming to be antigay," says Paul. "And that's not an easy argument to make." Which may be why the pro-Knight campaign has scared up no prominent endorsers outside the Mormon and Catholic hierarchies.

The "No on Knight" campaign has an equally difficult argument to make: You don't have to be for same-sex marriage to be against Prop. 22. That's the narrow line walked by most of the campaign's impressive list of supporters: Al Gore and Bill Bradley, both California senators, and a parade of mayors, labor unions, and religious leaders. Californians, like most Americans, would vote against same-sex marriage if that were the question. And so the "No on Knight" campaign endlessly returns to three extramarital messages: "It's unfair. It's divisive. It's intrusive." Those ideas got a boost when Knight's son wrote a widely covered Los Angeles Times column saying that his father stopped speaking to him when he came out as gay. Follow-up stories revealed that Knight had skipped the funeral of his own brother, a gay man who had died of AIDS.

In November and December, California's respected Field poll found that 51 percent of potential voters said, when Prop. 22 was read to them, they'd vote in favor; 40 percent said they'd vote against. Those might look like pro-Knight numbers from far away, but California's initiative process is its own world. Local pollsters say that undecideds tend to vote no on California initiatives, since no is supposed to be safer, a vote for the status quo. Initiatives with no

more than 51 percent support before the campaigns start tend to be defeated.

Of course, Californians may not want some stranger on the phone to think they're antigay and may vote differently once alone in the ballot booth. And whichever party has the more contentious primary--bringing out more voters--will tilt the vote one way or the other, since Democrats and independents lean against and Republicans lean for 22. Moreover, television and radio spots, careful district targeting, and door-knocking volunteers will all matter--as will money. And the money race is quite lopsided. The Protection of Marriage Committee (pro-22) had raised \$4.9 million by January 1, while the No on Knight Committee had raised \$2.1 million.

What if California's DOMA passes? One gay-rights activist (who asked not to be named) says, "Who cares? It would just be the 31st DOMA law on the books. They're all going to be challenged anyway." But realistically, a yes vote on 22 would be chilling. DOMA laws have been used to challenge everything from domestic partnership statutes to lesbian moms' custody rights. And in propaganda terms, a right-wing victory would make events in Vermont look peculiar, not prophetic.

Ah, but if California voters reject DOMA--in a popular ballot vote, not through a committee procedure or a judicial decision--it would be "astounding," says Paula Ettelbrick, family policy director at the National Gay and Lesbian Task Force/Policy Institute. "It would question the attack on lesbian and gay couples. It would create the sense that the world is really changing, that we have changed the world."

And either way, the campaign itself--like the entire DOMA debate--has been a plus for gay rights. It has pushed the big Democratic names--vying for the gay vote--into denouncing DOMA, while the major Republicans have so far kept their mouths shut, trying to seem less rabid than during the kulturkampf years. More important, the campaign has been a chance to teach people about the vast legal effects of civil marriage. To most, marriage seems like a private, sacred matter--until a campaign like this one reveals the incredibly complex legal house that civil marriage law constructs around a couple. Few people think about the legal ramifications of saying "I do"--until they start to hear the (true) stories of the Pennsylvania woman who had to go to court before she was allowed to inscribe an epitaph on her dead partner's gravestone, or of the California man who, in a breakup after 42 years, was shut out of the house that was in his partner's name and can't go to divorce court to put things right. Few people have any idea that there are (according to a General Accounting Office study) 1,049 federal measures contingent on marital status; that even if a state offered the widest domestic partnership possible, DP'ed couples would still be unable to claim a dead spouse's federal pension, would have no immigration rights if one of the pair were a foreign citizen, could not count on holding a beloved's hand in the hospital if hit by a car while vacationing out of state. Americans may not want to apply the "m" word to same-sex pairs, but thanks to the right wing, they're starting to learn about--and recoil from--what

happens when we're barred from legal recognition.

Vermont's top court showed great political acuity in instructing state legislators to craft a remedy for the injustice it diagnosed. The legislature's answer may become a national model, spreading by admiration rather than litigation—much as the Scandinavian countries' comprehensive registered partnership statutes, "marriage" in all but name, are being imitated throughout Europe. And once same-sex couples are legally recognized, how long before the name itself—marriage—seems only just?

When that day comes, I'll be sending thank-you notes not just to Lambda's Evan Wolfson, to the Hawaii case's originating attorney Dan Foley, and to Mary Bonauto of Gay & Lesbian Advocates & Defenders, who is co-counsel in the Vermont case—but also to Pete Knight, Pat Buchanan, Gary Bauer, and friends. I want them to know that, yes, we'd have chased after partnership rights—and maybe we'd have won a good number of them. But marriage? On a big issue like that, guys, we could never have gotten this far without you. ▯

Click here for information on the author
[1]E.J. Graff

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E.J. Graff, "Wedding March: How the Right's Campaign Against Same-Sex Marriage May Get Derailed In California," The American Prospect vol. 11 no. 8, February 28, 2000. This article may not be resold, reprinted, or redistributed for compensation of any kind without prior written permission from the author. Direct questions about permissions to [2]permissions@prospect.org.

References

1. <http://www.prospect.org/authors/graff-e.html>
2. <mailto:permissions@prospect.org>

Fax Memorandum from:
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(606)233-7845 phone; (606)252-9255 FAX

To: Betty Currie, Office of the President
Phone: (202)456-7820 FAX: (202)456-1210
From: Karen Armstrong-Cummings, Director
(606)233-7845 phone (606)252-9255 FAX
Date: February 11, 2000

00 FEB 14 PM 2: 02

Pages, including cover page.

Comments: Urgent information for the Office of The President of the United States. Thank you for any assistance you could provide.

Dear Mrs. Currie,

Thank you for providing me with the fax number for your office. We are attempting to set up a meeting with appropriate officials at the White House concerning recent actions of the tobacco companies here in Kentucky and the other burley tobacco states of Ohio, Indiana, West Virginia, Missouri, Tennessee and Virginia.

The attached editorial, from the Lexington Herald Leader here in Kentucky, provides a good overview of the situation we are facing. We are seeking to meet with Mr. Podesta to discuss assistance from the Federal Trade Commission, the U.S. Department of Agriculture, and other relevant federal agencies. We have spoken briefly with Eric Gould and Tom Freedman in the Domestic Policy Office, but both were out today when I called and we wanted to get some time set for a meeting as soon as possible. Both Tom and Eric have been extremely helpful to us and I certainly trust that this correspondence will be seen as simply another way to inform the President and the Administration about the dire circumstances we are facing.

My best to you and Bob. I truly would love for you to visit us here in Kentucky some time -- there's a landing field very near my house and the state Capitol building! Please do not hesitate to contact me at home or work if you, Mr. Gould or Mr. Freedman have any possible suggestions for a meeting time.

With best regards,
Karen Armstrong-Cummings
(502)227-8161 home

2-14-00

Send to ~~Michelle~~

~~Bullington~~
Tom Freedman

Yes
No

Editorial

Road to nowhere

Philip Morris partnership a bad deal for state's beleaguered burley farmers

When Philip Morris announced last week that it wants to "partner" with Kentucky farmers, the partnership that sprang to mind was the one between a black widow spider and her mate.

This "contract" might seem irresistible in the urgency of the moment. But over time, it's a death warrant for small farms.

Contract agriculture — already the norm for poultry and pork, and spreading rapidly to the rest of farming — reduces family farmers to hired hands and puts them at the mercy of predatory corporations.

As a result, America's food supply, once in the hands of independent producers, is rapidly falling under the control of a few multinationals.

The last concern of these agri-giants is land, water or rural communities. They want to sell chemical fertilizers, pesticides, bioengineered seeds and livestock. Federal farm and trade policies are abetting this unhealthy trend.

Tobacco, we realize, is not food. But Kentucky's farms don't grow just tobacco. They also produce food and have the capacity to produce a great deal more. These small farms are a resource that no rational policy would squander. But they are at extreme risk as long as Congress and the U.S. Department of Agriculture favor corporations that fertilize the political process with millions in campaign contributions.

Spurred by the national tobacco settlement, Kentucky finally is moving to diversify opportunities for small farms. The legislature seems ready to enact a well-conceived plan to restructure Kentucky agriculture. Rural Kentucky, nonetheless, is heavily dependent on tobacco and will remain so for some time.

Last week, the largest cut ever in burley production was announced. This action was based on the cigarette companies' orders for this year and on a huge backlog of tobacco that the companies refused in recent seasons. The expense of the tobacco settlement accounts for a mere 15 percent of the quota cut. The cigarette manufacturers have decided to jettison Kentucky farmers.

Kentucky will be growing one-third of the tobacco it grew just three years ago. The drop in income means many farm mort-

gages won't be paid. This is the onset of desperate times for those who depend on tobacco.

On the same day the quota cut was announced, Philip Morris unveiled its contract-growing pilot project. A limited number of growers, in cooperation with a limited number of warehouses, will get the chance to sell directly, or to "partner directly," as the news release says, with Philip Morris for up to three years. The tobacco grown under contract would be subject to the quota system, and Philip Morris promises to pay above the support price.

Philip Morris' conflicting explanations for this action reminds us that the real home of the whopper is Richmond, Va. A corporation that lied for decades about the health effects of smoking will have no compunction about duping farmers into entering into contracts that will drive down prices and drive most farms out of business.

If Philip Morris is genuinely worried about getting the burley leaf it needs, as it says, the company has a number of options other than contracting.

It could import less burley, allowing American farmers to grow more. The company could negotiate in good faith to buy part of the surplus, instead of demanding an unreasonable discount. And Philip Morris could work with the Burley Tobacco Growers Cooperative Association instead of trying to cripple it.

Philip Morris is pursuing a divide-and-conquer strategy. And it's working. The Kentucky Farm Bureau, obeisant to the cigarette-makers and the bigger-is-better philosophy of agriculture, says contracting will be more efficient.

U.S. Sen. Mitch McConnell admits contracting hurts farmers but confuses the issue by blaming President Clinton for the cigarette companies' strategy. McConnell wants farmers to forget he killed the anti-smoking bill that would have let them handsomely cash out of growing tobacco.

Anti-smoking forces have come to the farmer's defense in recent years. The burley co-op is lobbying for smoking prevention and small farms.

If Philip Morris succeeds in breaking the co-op, Kentucky farmers will lose their voice. Then the cigarette-makers will really call the shots.

LEXINGTON
Herald Leader
Feb 6, 2000

Sunday, February 6, 2000

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 Linda Raymond D3
 Washington Roll Call D6

Editor: Keith L. Runyon

Phone: 582-4508 / Fax: 582-4068

Louisville
 Courier Journal
 Feb. 6, 2000

Tobacco's woes will be felt in communities and in politics

IN THE SNOWY quiet of a winter that came late and lingers hard, Kentucky's tobacco fields lie cold and covered. Events last week decreed that many will never be planted again, and the echoes of that will be heard for a long time — beginning in this year's elections.

On the same day last week, burley growers got formal notice of the latest and largest cut in their government quota, 45 percent, and heard that Philip Morris would begin direct contracting with growers to produce tobacco, avoiding the warehouse-auction system.



AL
CROSS

That one-two punch may spur the demise of the 60-year-old federal quota and price-support program, which has been essential to Kentucky

keeping a culture of small farms, small towns and small counties, in a way more pervasive than in any other state.

The shift of tobacco production to larger, more well-to-do farmers will be hastened by their ability to lease allotments across county lines, a move farmers recently approved in a referendum pushed by Sen. Mitch McConnell. And the economics of cross-county leasing are likely to move production out of places that have depended on it most — the hilly counties of the Outer Bluegrass Region and non-coal Appalachia.

All that could amount to the greatest economic dislocation or disruption in Kentucky since World War II, rivaled only by the waves of coal-industry mechanization that made mining need successively less labor. Such changes do not occur without political impacts, and politicians in both parties are maneuvering to make sure that the other side gets the blame.

Bluegrass Democrat Scotty Baesler, trying to recapture his 6th District congressional seat from Republican Ernie Fletcher, has already run radio ads saying unnamed "people in Washington" failed to "stand up to the manufacturers." He's talking about Fletcher and McConnell, the mastermind of Fletcher's campaign.

Fletcher, McConnell and Rep. Ed Whitfield (the next most vulnerable congressman, now that Gov. Paul Patton has cleared the 1st District field for Democrat Brian Roy) all say they tried to get the companies to raise buying expectations — which would have resulted in a smaller quota cut — or take other steps to help farmers.

Republicans say the blame lies with the anti-tobacco crusades of President Clinton, who is again calling for higher cigarette taxes, and Vice President Al Gore, the likely head of the Democratic ticket. McConnell says they made tobacco a national issue and "the most politically incorrect industry in America."

But it was lawsuits by states that resulted in the settlement which forced companies to raise cigarette prices, lowering consumption and the need for leaf. Clinton and Gore said they wanted to help farmers, and endorsed the price-support program, which McConnell tried to abolish as part of legislation for a federal settlement. Now there is talk that Democrats want growers to sue the companies.

crats' friend-of-the-farmer message.

Tobacco is no longer a big part of Kentucky's economy, but it remains politically significant. So many Kentuckians own quotas, often through inheritance, or do some work related to the crop that *The Courier-Journal's* Bluegrass State Poll in 1998 found that 18 percent of Kentucky adults had an economic interest in it. And there are many with indirect interests on the main streets of towns like Owingsville, Owenton, Liberty and Burkesville.

Fletcher has lived in such towns, but Baesler is a tobacco grower who has kept his distance from Clinton and Gore. His burley quota is down, but his political stock is up. And Whitfield, who has almost as many tobacco farms in his district, should be thankful 40 percent are in Republican territory.

Al Cross covers politics for *The Courier-Journal*. You can reach him at 502-875-5138 and across@mls.net, and read his columns at www.courier-journal.com.

Sunday

February 6, 2000

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Editorials reflect the opinion of the editorial board. Members are Timothy M. Kelly, Pam Luecke; Vanessa Gallman; editorial writers Larry Dale Keeling, Jamie Luecke, Audrey Lee, Rita S. Gatton and cartoonist Joel Pett.

Opinions & Ideas

LEXINGTON HERALD-LEADER

Joel Pett

HERALD-LEADER CARTOONIST



'00 FEB 14 PM 4:28

To: The Staff Secretary

The attached draft letter responds to a letter from Raj Reddy and Irving Wladawsky-Berger, newly appointed co-chairs of the President's Information Technology Advisory Committee. They will kick off their new work in a meeting planned for February 24 and 25. The proposed letter provides an agenda for this work. We'd be grateful if the letter could be made available to the Committee before the meeting.

From: OSTP - Richard Kostro - 66056

2-14-00

Send to Burkhardt?

Yes

No

Carol

Irving Wladawsky-Berger
Raj Reddy

Thank you for your letter outlining the President's Information Technology Advisory Committee's future activities. Advances in information technology are key to American hopes for a secure and prosperous future. My proposed budget for FY2001 follows many of your Committee's recommendations and proposes \$2.268 billion for information technology research and development – nearly a billion dollars more than the FY 1999 appropriation. I am gratified by the strong bipartisan support we received for this important research effort last year and appreciate your Committee's help in forging that consensus. I would value your advice on several issues raised in your recent letter.

First, I would appreciate your advice on how we can best bring the full power of information technology to bear on the process of learning. My administration has worked hard to ensure that all our citizens are able to take advantage of emerging information technologies. I would value your suggestions about how to configure an effective research program that would help us invent and test new approaches for using advanced information technologies such as simulations to enrich the process of teaching and learning for Americans of all ages and backgrounds.

Second, I would welcome your advice on research to improve the use of information technology in healthcare. My budget for this year includes proposals for increased work in the National Institutes of Health and other agencies, but we recognize that we are only at the beginning of what promises to be a rich and exciting area of research. I hope that your review will cover research that can improve the way information tools can facilitate medical research, improve the practice of medicine, and streamline information management, and minimize medical errors. It is important that we do all we can to ensure that all Americans benefit from advances in information technology. My FY2001 budget proposes to invest \$300 million beginning to address this issue and a \$2 billion program of tax credits. I am pleased to learn that the Committee will continue to help us define the research needed to ensure that we continue to make progress in this area of critical national importance.

I also look forward to your proposed work in defining research that can improve the way government services are delivered – making them easier to use, more carefully tailored to the needs of individual Americans, and less expensive. Your work on open source software and international information technology issues will also prove valuable.

Thank you again for the Committee's continued hard work. The nation has already benefited greatly from your advice, and you have a right to be proud of the results. However, our work is far from over and America's adventure with information technology is only beginning. Our steady progress depends on your help.

Sincerely

President's Information Technology Advisory Committee

December 30, 1999

The President of the United States
The White House

Dear Mr. President:

Co-Chairs:

Raj Reddy
Irving Wladawsky-Berger

Members:

Eric A. Benhamou
Vinton Cerf
Ching-chih Chen
David Cooper
Steven D. Dorfman
David Dorman
Robert Ewald
David J. Farber
Sherrilynne S. Fuller
Hector Garcia-Molina
Susan L. Graham
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Bill Joy
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Ken Kennedy
John P. Miller
David C. Nagel
Edward H. Shortliffe
Larry Smarr
Joe F. Thompson
Leslie Vadasz
Andrew J. Viterbi
Steven J. Wallach

Information technology is increasingly important in ensuring continued economic growth, improving health and the environment, ensuring educational opportunities for all Americans, and in many areas of critical national interest. We are pleased that your administration and the Congress have recognized the essential role public research investment plays in ensuring the pace of invention in information technology does not slow and that the inventions are quickly put to use.

Our February 1999 report, *Information Technology Research: Investing in Our Future*, expressed concern that the nation was not increasing its investment in information technology in proportion to its national importance and pointed specifically to a need for increased funding in basic research. The report recommended increasing information technology research by more than \$1.3 billion over five years in research programs led by NSF but involving strong support from DoD, NIH, DoE, NASA, and other federal agencies. We were asked to review the administration's response to these recommendations, "Information Technology for the Twenty-First Century," that appeared as a part of the administration's FY 2000 budget and strongly supported this excellent beginning. We were also pleased that the Congress supported the bulk of the administration's request. Since we all recognize that this must be a continuing effort, we are pleased to have been asked to undertake a careful examination of the FY2001 budget when our Committee meets at the end of February 2000.

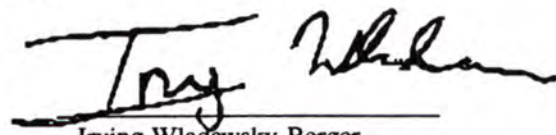
In addition to recommending a broad strategy for supporting information technology research, our 1999 report identified ten "National Challenge Transformations" that outlined a vision for how advances in information technology could benefit the Nation. This year we will look closely at strategies needed to achieve these transformations, starting with three areas: (i) Transforming the Way we Learn, (ii) Transforming the Practice of Health Care, and (iii) Transforming Government. We will conduct these studies with experts from various disciplines and provide specific recommendations on research needs and other policy actions that can accelerate development and use of information technology in these key areas.

We will continue our emphasis on research to better understand the socio-economic impact of the information technology revolution with special attention given to the challenge of the growing "digital divide," the impact of globalization on the workforce, and key policy issues such as privacy, security, and intellectual property rights. We believe addressing these issues is critical to the successful deployment of our information technology vision for the country and will continue our efforts to ensure adequate research investments are made. We also plan to recommend focused research in three other areas: (i) open source software; (ii) international information technology issues; and, (iii) digital libraries.

Conscious of the importance of the task you have given us, we are grateful for your confidence. We look forward to providing advice ensuring that the pace of American innovation in information technologies does not slow and that Americans can benefit from the spectacular opportunities they present.

Sincerely,


Raj Reddy
Co-Chair


Irving Wladawsky-Berger
Co-Chair

c/o National Coordination Office for Computing, Information, and Communications
4201 Wilson Boulevard • Suite 690 • Arlington, VA 22230
(703) 306-4722

A BUSINESS WEEK BESTSELLER

Sam

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Worth a read
if you haven't

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to Speerling

Carl

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Los Angeles Times

A BUSINESS WEEK BESTSELLER

FIASCO

THE INSIDE STORY OF A
WALL STREET TRADER

Includes a
NEW CHAPTER
by the author

FRANK PARTNOY

"You fail to read FIASCO at your peril."—*Los Angeles Times*

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THE WHITE HOUSE
WASHINGTON

PRESIDENT HAS SEEN
2-14-00

February 8, 2000

MEMORANDUM FOR THE PRESIDENT

From: Karen A. Tramontano
Thomas Freedman

Subject: Long Term Planning

You asked that we lay out a long-term plan for your consideration. Set out below for discussion is an overview of the year, our thoughts about timing, the process by which we developed this plan, followed by an outline of major themes and issues.

Given the nature of this year, it will be more difficult than ever for your message and vision to dominate the news. To meet this challenge, we will have to bring a new energy and focus to everything you do—driving your policies and message deeper into the public realm. We will have to work hard to maintain your public leadership on those issues which have and will define your administration.

From 1993 to the present, you have led the economic debate and produced the longest expansion in our nation's history. You also have been a champion for world peace and the most effective spokesman for global development. On the domestic front, you set forth a vision for all Americans, focusing on opportunity, responsibility and community. In the next 11 months, our goal is to complete your presidency as boldly as it began. To accomplish this goal, we must show that your initiatives are not only relevant to today's news but also provide a vision for tomorrow. If we are successful, we will provide you with opportunities to make news and frame the debate.

We believe there are two key times during which you can maximize opportunities to shape the public debate. The first runs from late March (at the conclusion of the nominating process) until late July (the Republican convention). The second occurs during the appropriations end game in September and October. We assume, as in the past, the most important congressional votes and legislative work will take place before each recess and immediately before the session ends. Therefore, we have worked with scheduling to hold May 22 – 26; June 26-30; July 24 – 28; September 25 – 30 and October. By reserving these dates we will ensure that we leverage opportunities for you in the national legislative debate.

The themes and issues that follow are the result of discussions with the NEC, DPC, NSC, OSTP, CEQ, Communications and Press. The outline is by no means exhaustive. In

00 FEB 8 PM 8:09

Handwritten:
Tramontano
Good memo
Get meeting!
B

Handwritten:
Tolson
Rosen
Gale
Hawkins
Felt
People to work, change things
BUS?

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THE PRESIDENT HAS SEEN

2-14-00

preparing the outline we asked the question: What are the most important accomplishments we can achieve if we make them a presidential priority for 2000? We included in the outline some of the 65 initiatives you highlighted in the State of the Union (SOTU). Knowing that we cannot accomplish them all, and acknowledging that we are not excluding any issue from consideration, we have written this outline to provide some focus and allow discussion. *After we reach closure on the themes and issues, we recommend that specific strategies be developed to achieve them.*

I. Major Themes

A. World Stewardship

In the foreign policy area we have segmented issues into four groupings. The first group of issues are those where the stakes are high, a significant amount of your time is required and success depends upon your personal involvement at the highest level. Because we do not know exactly when you will be needed to work on these issues, we need to keep your schedule somewhat flexible. Throughout the year, these matters will continue as high priorities; we will adjust your schedule, as circumstances require.

- ◆ Middle East (March/April) (Prior to September deadline)
- ◆ Northern Ireland (Prior to May)
- ◆ Russia (Elections & Aftermath—March 26 and April 16)
- ◆ NMD, ABM, CTBT
- ◆ China PNTR/WTO (February-July)

China requires a special note. While Congress is in session, the media will judge your legislative success based on whether we win the China PNTR vote. As a result, we need to build your schedule from February through July around what it will take to win that vote. A fair amount of your time will be needed to retail and publicly frame this issue. We will set time aside now for the following:

- ◆ Congressional meetings (4 each month)
- ◆ Business meetings
- ◆ Speeches
- ◆ Elite Press
- ◆ National Press
- ◆ Regional/District Press

The second group reflects high priority areas requiring less direct attention from you. Scheduling for these matters are much more likely to be within our control. There are other objectives in this grouping e.g. Africa Trade/CBI that may require your attention but will be primarily carried by others.

- ◆ Columbia
- ◆ Greece-Turkey-Cyprus

Get XPRs
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THE PRESIDENT HAS SEEN

2-14-00

- ◆ Kosovo/Southeast Europe—Making the case for US engagement
- ◆ International Debt-Relief
- ◆ Vaccines
- ◆ Africa Trade/CBI

The last two groups identify trips that are planned and other potential travel.

- ◆ Asia (India) (March 17 – 26)
- ◆ Germany (April – May)
- ◆ G-7 Summit (July 21 – 23)
- ◆ APEC (November 15 – 16)

Uganda

- ◆ Latin America (After Columbia package enacted)
- ◆ Russia (After elections)
- ◆ Middle East (Depending upon events)

B. Economic Stewardship

We have focused this section on your economic stewardship, the benefits of the new and expanding economy, and the need to do more to ensure that all citizens have a share and a stake in our nation's economic growth. We plan to showcase throughout the year your record on fiscal discipline and show how you continue to make the hard choices to ensure a strong economy. We have also included in this section your proposals on Social Security, Medicare and your tax package. Although there are no specific events outlined for these issues, our expectation is that Social Security, Medicare and taxes will be a continuous legislative, policy and message battle with Congress.

- ◆ The Economic Summit - a one-day summit (April 5).
- ◆ New Markets' Tour/Closing the Digital Divide (April 10 – 12)
- ◆ Round table—Community Reinvestment Act (May)
- ◆ The New Economy - Major Speech at UPENN (February 24)
- ◆ The President's Record on Fiscal Discipline
- ◆ Medicare solvency
- ◆ Social Security - transferring interest savings
- ◆ Paying down the public debt
- ◆ Working Families tax package:

*HCA Summit
on Pensions*

*Long-term care
Retirement Accounts
EITC - Marriage Penalty
Medicare buy-in
Child Care
Tuition Tax Credit*

C. Domestic Leadership

This section addresses issues where you are an established leader, where we want to continue your leadership and where you are likely to achieve some of your SOTU initiatives.

1. Education

Education issues present legislative challenges but also provide a venue for you to seize the national debate. In seizing the debate, we recommend you focus on teachers—specifically teacher quality. The debate on education will also provide you with an opportunity to highlight SOTU initiatives. The elements of the reauthorization debate are outlined below:

- ◆ ESEA Reauthorization (February through June)
 - Social Promotion
 - Education Reform including low performing schools
 - School Accountability
 - Education Standards

*February
+ 1 July Plus Friday
Mid October*

As in the past, the education debate will again be engaged during the congressional appropriations battle. The funding battle will offer you an opportunity to highlight your accomplishments and break new ground by funding SOTU priorities at their highest levels.

- ◆ Education funding - September through October
 - 100,000 teachers
 - School Construction
 - After-school Care
 - Head Start

2. Environment

You are recognized as the champion of a healthy, clean and lasting environment. To continue this trend, we recommend planning a few major environmental events and using dates when the public pays attention to the environment like Earth Day, Memorial Day weekend and the 4th of July. For example, if you approve the power plant proposal, we would launch this initiative in the build-up to Earth Day. Other major initiatives, like Lands' Legacy, Monuments and Roadless, could be unveiled in big events on these key dates to underscore their importance and improve the chances that you will successfully drive the issue.

- ◆ Power Plants - Earth Day (April 22)
- ◆ Lands' Legacy - March--Appropriations September/October
- ◆ Executive Actions - Sequoia National Monument & Bacca Ranch
- ◆ Roadless Forests - Final Rule November/December

Roadless

THE PRESIDENT HAS SEEN

2-14-00

Three smaller but no less important issues are:

- ◆ Kyoto/Climate Change

Although progress in the Senate on the Kyoto treaty is highly unlikely, the Kyoto negotiations may bear some fruit. If progress is achieved, we should highlight your vision and accomplishments in this area. (November)

*Atkinson
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- ◆ Fuel Efficiency

We hope to complete a "declaration of intent" with the trucking industry to conduct research that will lead to fuel efficiency, air emissions and safety improvements much like PNGV. You could sign the declaration. (April/May)

- ◆ New Generation Vehicles

Similarly, we are working with the auto industry on an agreement to include SUVs in their new research and development effort on fuel efficiency for new generation vehicles. SUVs are the auto industry's biggest market, expanding this partnership to SUVs would be a big victory. April - June

3. Science & Technology

- ◆ The 21st Century Research Fund includes a \$3 billion increase in research. Since the Republicans will top your investment, we will work with OSTP on a strategy to ensure that you receive the credit you deserve for promoting government research.

*More than
wait
to*

- ◆ The Human Genome Project – the first sequence draft will be completed this year. The draft represents 90% of the human genome sequence. An announcement could be ready by May. Your involvement would highlight your leadership and government's role in this dramatic research.

*by
1/1*

- ◆ Genome Privacy—As technological advancements progress, there is tremendous public concern about the release and use of personal medical data. Today you issued an Executive Order on Genetic Discrimination. In May, you and Tony Blair will sign a Joint Statement opening access to research data.

- ◆ Research Ethics – There is also growing concern about the use of gene therapies. Your Bioethics Advisory Board will recommend a government-wide office to oversee the government's involvement in gene therapy research and use. If you embrace these recommendations you could create a new office on "Human Research Subjects Protections." The Board is also likely to issue findings regarding human subjects protections. You could announce these findings as well. (April-June)

THE PRESIDENT HAS SEEN

2 - 14-00

- ◆ Research Misconduct—Work is underway to develop new guidelines regarding scientific research and misconduct. We believe these guidelines will be well received and very appropriate for you to announce. (September-November)

Technology

As Internet technology expands, questions about cyber access and personal privacy are growing. You have been ahead of the curve on these issues. Throughout the year, we will highlight your initiatives in the following areas:

- ◆ Closing the Digital Divide:
Advocates applauded the Digital Divide budget initiative you announced in DC last week. The New Markets' Tour in April will provide another platform for you to talk about your proposals to close the digital divide.
- ◆ Connecting Schools to the Internet:
This month the Department of Education will release a report showing that we have made dramatic progress in achieving our goal. Another vehicle to get more schools connected to Internet will be your school modernization proposals. Our campaign to enact school modernization will provide additional opportunities for you to highlight this progress.
- ◆ Technology and Disabilities
There is growing interest about the use of technology to assist people with disabilities and technology's use in telemedicine. You could demonstrate these advancements and the government's investments in research by going to sites where these technologies are available.
- ◆ The International Space Station
You could visit the American crew before their departure to the Space Station. Alternatively, you could call the space station sometime between August and December to talk to the crew. These events would highlight scientific advances made during your Administration.
- ◆ Privacy
There is growing public concern about invasions into personal privacy as a result of technological changes. Work is underway to develop the rules of the road for cyber-privacy
- ◆ Webside Chats
You indicated an interest in continuing webside chats. We will begin these chats with the five constituent groups Loretta Ucelli outlined for you.

Summary
10/10/00
1/11/01

4. Health

In addition to the Medicare Reform debate and the political debate on the Patients' Bill of Rights, we believe there will be three vital health care debates where you can promote your SOTU initiatives and in the case of medical errors, take additional executive actions.

- ◆ Health Expansion—CHIPS parents
- ◆ Prescription drugs
- ◆ Medical errors

There is no set time for these debates although the CHIPS parents proposal is more likely to develop during the Republican tax debate. As the Republicans move their health care expansion tax proposals, we should insist that CHIPS parents be included. Prescription-drugs is likely to be part of our constant drumbeat and the on-going congressional debate on Medicare Reform and the budget. We will plan events throughout the year to highlight these proposals and executive actions. Finally, our plans to roll out the government's internal medical errors policy have been delayed. An untimely and negative NY Times article has raised issues that HHS is now reviewing. We should have this matter ready for your review within the next month.

5. Crime

Successfully concluding the gun issue is less likely this year given the nature of the political debate and the current make-up of Congress. Nonetheless we are suggesting ways to focus the issue and engage the debate. Dates that are important to note are the Million-Moms' March, the Columbine Anniversary and the Anniversaries of the school shootings in Arkansas, Oregon and Kentucky.

- ◆ We will continue to work aggressively to facilitate a settlement with gun manufacturers. If a settlement appears unlikely, we will recommend becoming more directly involved in the litigation. The discussions with the gun manufacturers are ongoing and could continue through August.
- ◆ Like last year, we will engage in an appropriations battle with Congress to fund 50,000 more cops. We will schedule events to highlight your accomplishments and leadership. (September – October)
- ◆ In addition to the report you announced last Friday, there will be other opportunities to promote your gun enforcement initiative. In March/April the Treasury will issue another report on illegal gun trafficking. To bring more attention to your initiative you could roll out the report at a responsible gun manufacturer like Smith & Wesson.

- ◆ To promote your "Smart Guns" initiative and continue the gun debate you could also visit a manufacturing venue that uses this new technology. (March-July)
- ◆ There are 12 states that have gun-licensing statutes--the Massachusetts law is most like your proposal. To focus attention on your licensing initiative, you could visit a state with similar laws and take a gun safety class or register for a license. (February-October)
- ◆ This month the Youth Violence Initiative will announce its new board that includes Oprah and Steve Case. Throughout the year, the Initiative will have additional policy announcements and accomplishments to announce with you.

6. National Service

This is one of your signature programs and we should continue to highlight this theme. Last year we developed a communications plan to give Americorps a higher profile, with your help Americorps' profile rose. This year Americorps is on the path to reach 100,000 volunteers. We plan to showcase this achievement by adding service events with Americorps volunteers to your schedule.

7. Race

As President, you have effectively used public speeches, the Race Initiative and now the "One America" office to elevate and redefine the American dialogue on race. We recommend establishing a process with to help bring the race book to completion. The process would allow you to engage in a dialogue with scholars and writers, talk with leaders in the faith, education, human rights and labor communities, discuss specific topics with key journalists and give one or two speeches in areas you believe would further express your vision. We suggest convening a small group to discuss this process and finalize your goals.

D. Unfinished legislative business

This section outlines some of the issues that will be at the center of the political debate. Most political pundits are predicting that nothing will get done — especially on these issues. We believe these issues can be raised above political cynicism and in some cases, passed into law. The issues are:

- ◆ Patients Bill of Rights
- ◆ Minimum Wage
- ◆ School Construction (tax proposal)
- ◆ Common Sense Gun Control
- ◆ Campaign Finance Reform
- ◆ Hate Crimes
- ◆ Equal Pay

E. Consumer Protection

You have been very successful in demonstrating how government can protect citizen consumers. Work is being done on the following issues to produce policy initiatives and executive action for your review that will continue your success in these areas.

- ◆ Food Safety - including GMO's
- ◆ Airline Safety
- ◆ Medical Privacy
- ◆ Financial Privacy

II. Message Vehicles & Venues

As the year unfolds, it will become increasingly difficult to dominate the news. In addition to honing our message, delivery and amplification, we will need more of your time to maintain public leadership on key initiatives. We have outlined some strategic options for your consideration.

◆ The Press

- ◆ Continue to hold one press conference each month
- ◆ For key issues, put time aside for one-on-one press interviews and roundtable discussions to build up to or to amplify an issue or event
- ◆ Write "op eds" and other articles to amplify specific initiatives or positions
- ◆ As your administration draws to a close, develop a strategy for print and electronic media to put your imprimatur on the "legacy" stories that will be written.

◆ Speeches

The speech format is an excellent medium for you to deliver your message and vision. The challenge is to find topics that will leave a lasting "footprint" while being sufficiently provocative to generate news. In addition, to giving some key speeches, we also recommend that you consider using this year's commencement addresses to outline your key accomplishments and to outline your vision for the future as you did in the SOTU. One suggestion is to mirror your three 1992 speeches on foreign policy, the economy and opportunity. Returning to this format would provide you with a "book-end" opportunity to remind your audience of your promises while discussing your accomplishments.

◆ **Anniversaries**

To maximize your opportunity to make news we suggest using some natural markers. We will take full advantage of these dates to lift topics and initiatives that may be more difficult to bring to focus in this political year. Some of the key dates:

- Kick Butts Day—April 5
- World Health Day—April 7
- ✓ National Youth Service Day—April 17
- ✓ Oklahoma City Bombing—April 19
- ✓ Columbine Anniversary—April 20
- ✓ Earth Day—April 22
- ✓ Mother Day's/Million Mom March—May 14
- ✓ Women 2000 General Assembly—June 5
- ✓ Father's Day—June 18
- Title IX Anniversary—June 23
- ADA Anniversary—July 26
- ✓ Balanced Budget Act—August 5
- ✓ Welfare Reform Bill—August 22
- Back-to-School—Sept 5 – 8
- World AIDS Day—December 1

◆ **Domestic Travel**

Traveling to specific venues may provide unique opportunities to increase exposure for some initiatives and showcase your leadership. Additionally, there is also one state you have not visited—Nebraska. Some of the issues where travel may help are:

- ◆ National Monuments
- ◆ New Markets/Native American Reservation
- ◆ Agriculture
- ◆ Lands' Legacy
- ◆ Guns

◆ **Fundraising Venues**

During the year you will be speaking at a number of fundraising events. Since the media will be following the presidential campaign and you will be attending fundraising events throughout the campaign season, we recommend using some of these events to announce discuss policies as well as politics.

◆ The White House

Using the White House has provided a certain stature and significance to a host of initiatives. In this final year, you may want to use the ceremonial power of the White House to recognize those nationally and internationally who have benefited from your policies, and to thank those who have made your administration a success.

TOPICS FOR POLICY ACTIONS AND EXECUTIVE ORDERS IN 2000

Below is an outline of areas that we will develop into policy announcements and executive actions. The list includes State of the Union initiatives and key issues identified by NEC, DPC, NSC, OSTP and CEQ. We have asked cabinet agencies to identify key initiatives that demonstrate both achievements and progress in 2000. The agencies will be reporting back on Monday.

ECONOMIC POLICY

- Highlighting the longest economic expansion
- Paying down the public debt
- The President's record on fiscal discipline
- Medicare solvency
- Social Security (solvent for 50 years)
- Working Families tax package:

Long-term care

Retirement Accounts

EITC - Marriage Penalty

Medicare buy-in

Child Care

Tuition Tax Credit

- The Economic Summit
- New Markets' Tour/Closing the Digital Divide
- Empowerment Zones
- Community Reinvestment Act Roundtable
- Native American Plan
- Delta Initiative
- Farm Package

DOMESTIC POLICY

Education/Kids

- ESEA Reauthorization
- Social promotion
- Education reform including low-performing schools
- Teacher Quality
- Education Standards
- 100,000 teachers
- School Construction
- After-school, Summer School
- Head Start
- Smaller schools
- Charter Schools
- College Tuition Tax Credit
- GEARUP
- College Prep
- Child Support and Fatherhood

Environment

- Livability
- Global Warming & US climate change
- Lands' Legacy
- Sequoia National Monument & Bacca Ranch
- Roadless Forests - (Final Rule)
- Kyoto Treaty and related issues.
- Truck Efficiency
- Power Plants
- SUVs Fuel Efficiency
- Great Lakes
- Tax Credits for pollution

Science & Technology

- The 21st Century Research Fund
- Privacy
- The Human Genome Project
- Genome Data Privacy
- Research Ethics
- Research Misconduct Guidelines

- Connecting Schools to the Internet
- Technology and Disabilities
- International Space Station
- TV ratings
- Webside Chats
- Exciting new technologies and their capacity to help society

Health

- Medicare Reform
- Prescription drugs
- Health Expansion—CHIP parents
- Patients' Bill of Rights
- Medical errors
- 55-65 Medicare Coverage
- Tobacco

Crime

- Gun industry negotiations
- 50,000 Cops
- Gun Enforcement Initiative
- "Smart Guns" Initiative
- Gun Licensing
- Gun and Bullet Tracing
- National Coalition Against Youth Violence
- Violence Against Women Act

National Service and Citizenship

- AmeriCorps (100,000th volunteer)
- Faith-based organizations
- Second Chance Homes
- Tax Deduction for Charitable Giving
- Philanthropy
- Teaching English, citizenship

Race and One America (planning session to be scheduled)

- Completion of book

Unfinished Legislative Business

- Patients Bill of Rights
- Minimum Wage
- Common Sense Gun Control
- Campaign Finance Reform
- Hate Crimes
- Equal Pay
- ENDA

Consumer Protection

- Food Safety - including GMO's
- Airline Safety
- Medical privacy
- Financial Privacy

FOREIGN AFFAIRS (will schedule specific events as appropriate)

- Middle East
- Northern Ireland
- Russia
- NMD, ABM, CTBT
- China PNTR/WTO
- Columbia
- Greece-Turkey-Cyprus
- Kosovo/Southeast Europe
- International Debt-Relief
- Money Laundering
- International Vaccines
- Asia(India)– (trip)
- Germany– (trip)
- G-7 Summit– (trip)
- APEC– (trip)
- Fight new threats on biochemical and cyber terrorism

Smay-Fyt H's drum - BC

FERNANDO HENRIQUE CARDOSO
THE PRESIDENT HAS SEEN

2-14-00
Brasilia, January 27, 2000

Dear Bill

It would be personally
important to see if you could
visit Brazil sometime in the
next six months of this year.

Thank you for your continued
support and friendship

Best regards

Fernando Henrique

copied

Berger
Podesta.

Sched

Reverend Leo J. O'Donovan, S.J. FEB 10 1900

*President of Georgetown University
requests the pleasure of your company*

for Dinner and Dancing

on Mardi Gras 2000

Tuesday, the seventh of March

at seven o'clock

Copley Lounge

first floor of Copley Hall

Georgetown University

*R.s.v.p.
(202) 687-3441*

Send to Scheduling?

Yes ☒

No ☐

Carl

2/14/00

Bosnia and Herzegovina
Presidency of BiH

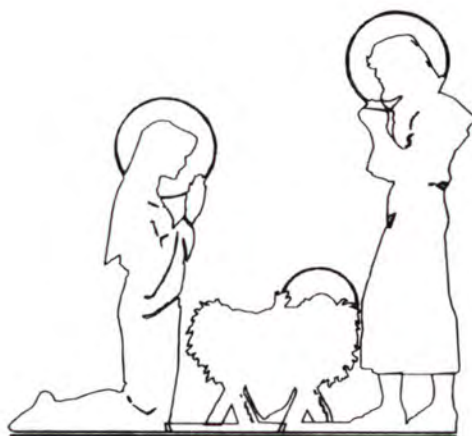


Ante JELAVIĆ
chairman

Office Address: Titova 16 - 71 000 Sarajevo
tel: ++ 387 71 47 12 13, 47 15 29; fax: ++ 387 71 20 65 63

2114 100
Send to NSC?
Yes ☒
No ☐

and



*Čestit Božić i
Sretna Nova 2000. godina*

*Merry Christmas
and a Happy New Year 2000*

Predsjedatelj Predsjedništva BiH

Ante Jelavić

50
CENT

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February 2, 2000

'00 FEB 14 AM 9:42

The Honorable William J. Clinton
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500-2000

Dear Mr. President:

It was certainly good visiting with you in West Memphis in December.

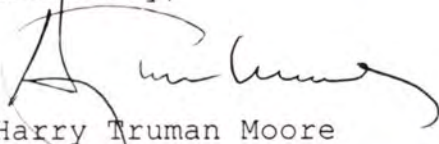
I am doing as you suggested, and following up to you on some of the matters which we discussed at that time. I told you I would wait until after Christmas to do so, for I did not want my concerns to sound too much like a Christmas wish list.

During your trip to West Memphis, you discussed the many things which you wished to do for the Delta in the remaining days of your presidency. I applaud those efforts. East Arkansas has been a very important part of your political heritage.

I am attaching to this letter memos concerning each of the three topics.

~~I will be in Washington during the last week of February, and hopefully we can discuss these things in person at that time.~~

Sincerely,


Harry Truman Moore

Enclosures: Noted.

2/14/00

Send to Burkhard?

Yes ☒

No ☐

Coordinate w/ scheduling
cc: Scheduling

Yes ☒

No ☐

MEMORANDUM

TO: President William J. Clinton
FROM: Harry Truman Moore
DATE: February 2, 2000
SUBJECT: MSA Designation, Jonesboro/Paragould

Until we began the efforts to obtain an MSA Designation for Jonesboro and Paragould, the only MSA in East Arkansas was that portion of Crittenden County which was a part of the Memphis MSA.

We began our efforts to have an MSA designation for Jonesboro/Paragould after the results of the 1990 census. At that time, Jonesboro was under the 50,000 population requirement, but by including some areas surrounding the Jonesboro city limits, we had hoped to create an "urbanized area" of 50,000 people, within the combined geographic subdivisions of Craighead and Greene Counties, which had a total population of over 100,000.

In 1996 you asked both Jack Quinn and William Daley to look into the matter. Following their inquiry, a low level OMB employee discovered that the Census estimate for Jonesboro placed the city's population over 50,000, and an MSA designation was made, but for Jonesboro only.

After that time, with the continuing cooperation of Jonesboro, we attempted again to have Census and OMB review their data and make the joint designation. Frankly, officials of both agencies were defensive about the issue as I think some of them felt that the initial designation should not have been made in the manner in which it was.

When we did not get what we considered satisfactory responses from Census and OMB, Congressman Berry agreed to introduce legislation to have Greene and Craighead Counties designated as an MSA by Congressional Act. Senator Bumpers joined him in the process. This had happened for other states previously, but rarely.

Senator Bumpers was able to get Census to agree to obtain some additional data when preliminary screening was done in Paragould last year. One of the main things Census was trying to obtain was commuting information. Frankly, the manner in which the question was asked in the survey was confusing, and I doubt seriously if enough people accurately responded. All you have to do is check the traffic counts between Jonesboro and Paragould to recognize that there is much more commuting than was recognized by the Census study.

The situation in Jonesboro and Paragould is very similar to that of Fayetteville/Springdale several years ago. A university town, with another community to the north of it which is actually growing faster than the university town.

The four-lane highway of Highway 49 between Jonesboro and Paragould will be completed within the next year. There is now only 12 miles between the city limits of the two cities as both have expanded.

The OMB guidelines for MSA designations are confusing at best. They are a bureaucrat's dream. There is much room for discretionary interpretation of many of the provisions.

I would hope that you could find some enlightened officials at OMB and Census who could review the Census data on Greene and Craighead Counties and find a way to make a joint designation.

There is no other area in the State of Arkansas that is even close to such a designation. Such a designation will allow these two counties to continue their unprecedented growth.

HTM

MEMORANDUM

TO: President William J. Clinton
FROM: Harry Truman Moore
DATE: February 2, 2000
SUBJECT: 412/St. Francis River Bridge

The cost of the construction of the St. Francis River Bridge is such that it would be very difficult for Arkansas and Missouri to find funds to complete it without a major infusion of federal funds.

Applications are pending through the National Corridor Plan and Development Program.

Many of your friends, including Tom Kirk, Weldon Chessser, and Frances Bland, have worked hard on this project for years. There is now renewed effort to obtain the four-lane paving of 412 all the way through Arkansas. This new effort is being led by John Bland of Paragould 20/20.

There are many reasons why 412 needs to be four laned, but making the highway across Northern Arkansas four-lanes will do little good unless the St. Francis River can be crossed. Another stretch of Missouri Highway 412 is scheduled to be four laned in the coming year.

Let me outline a few of the reasons why Highway 412 is so important.

1. Highway 412 is in the top ten National Highway System high priority corridors;

2. U.S. 412 is an unsafe highway with many dangerous stretches and many fatalities in the last ten years;

3. The economic development of north Arkansas will be enhanced with this project;

4. The improvements to Highway 412 will boost tourism by allowing residents to move easily and access the lakes and tourists destinations;

5. The four-lane 412 is important because it is the only northern corridor across the state; and

6. Approximately 20% of the population of Arkansas lives in the counties with U.S. 412 as the major East-West corridor.

I know Congressman Marion Berry has talked to you about this project on many occasions. Congresswoman Joann Emerson is also a major project supporter.

Congressman Berry recently sponsored a public meeting on the project in Paragould which was attended by civic and government representatives from the many cities along the 412 corridor.

I had the opportunity to visit with Secretary Slater in West Memphis. I know that he is also supportive of the project, but there are many demands for the discretionary funds under his authority and control.

The 412 bridge is the entrance to East Arkansas from the Missouri bootheel. As I indicated recently to Secretary Slater, we can call it the Rodney Slater Bridge, the Bill Clinton Bridge, or the Clinton/Slater Bridge.

It would be great if the additional funding could be announced this year.

HTM

MEMORANDUM

TO: President William J. Clinton
FROM: Harry Truman Moore
DATE: February 2, 2000
SUBJECT: Presidential Library/Arkansas State University Satellite

I have written to you about this many times, and you recently responded to a detailed letter on the subject.

Since that time, Arkansas State University has created a task force to make a specific proposal for the utilization of an entire floor of the ASU library (which you dedicated in 1995) for its Delta Studies Program. The crown jewel of this project would be that portion of your papers which relate to your Delta initiatives.

The proposal will be presented to you within the month.

President Les Wyatt and I hope to visit with Skip Rutherford about ASU's latest initiative in the near future.

HTM



Mercurio Martinez, Jr.
Webb County Judge

February 8, 2000

00 FEB 14 AM 9:40

Honorable William Jefferson Clinton
President of the United States
The White House
1600 Pennsylvania Ave.
Washington, DC 20500

Dear Mr. President:

You received a personal invitation from our Laredo Mayor Betty Flores to formally dedicate the U.S./Mexico bridge that you approved. This dedication is scheduled for the week of April 10, 2000.

Mayor Flores and I are indebted to you because you gave us the presidential permit that provided us the conduit to get the stalled 17 federal agencies to accelerate the government process and, of course, achieve success.

Mr. President--you and First Lady Hilary Clinton kicked off your campaign in Laredo on November 22, 1991. Twenty-eight elected officials stood with me to endorse your candidacy. WE are your biggest supporters and we want you to consider seriously attending this ribbon cutting ceremony for the fourth bridge. Your presence at this dedication will send a strong message to all that you haven't forgotten your earliest supporters. We named this new bridge the World Trade Bridge to emphasize your commitment to trade as a way of creating economic opportunity.

Laredo leads the nation in per capita job growth. It is the second fastest growing city in population and we are experiencing the lowest unemployment rate in history. All this because of trade with Mexico and your ability to pass NAFTA and provide for the infrastructure like this bridge to allow cities to flourish. Mr. President, we are your poster child for economic growth through increased trade.

Please consider joining the Mayor and I at the inauguration of the World Trade Bridge. We will work with your staff to accommodate your schedule anytime between April 10-15, 2000. Your presence will make an indelible imprint for the entire 2000-mile U.S.-Mexico Border.

Most respectfully yours,

Mercurio Martinez Jr.

Mercurio Martinez, Jr.
Webb County Judge

2/14/00
Send to Scheduling?

Yes ☒

No ☐

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THE PRESIDENT HAS SEEN
2-14-00

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THE WHITE HOUSE
WASHINGTON
February 9, 2000

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for Maria Alibey
& (need to discuss)
POZ

MEMORANDUM FOR THE PRESIDENT

FROM: Mary Beth Cahill *[Signature]*
RE: Candidates for the White House Youth Advisory Council

A few weeks ago, you approved the recommendation of the Office of Public Liaison and the Domestic Policy Council to form a White House Youth Advisory Council to build on the significant progress this administration has made to connect with our nation's youth. This Council will provide young Americans with an opportunity to consult with you and your administration about issues such as poverty, race relations, education, social security, and youth violence, and give a national voice to their ideas and concerns.

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* The directors of the Office of Public Liaison and the Domestic Policy Council will serve as the Council's co-chairs. Up to 15 youth leaders from across the country will be appointed to the Council based on their ability to provide solutions to national issues such as education, social security, and youth violence. Youth leaders will be responsible for implementing a communication mechanism for youth input on the nation's agenda and the White House Council Against Youth Violence. These young leaders will also have the opportunity to highlight those positive solutions created by young Americans in response to the needs and interests of their generation, and will help prepare reports on various aspects of problems relating to youth. The Council will meet three times a year in March, June and September with you and/or the co-chairs. Youth leader membership will change for each session, and up to 15 new youth leaders will be appointed to serve at each separate meeting.

Listed below for your review are the names and biographies of 14 youth leaders. Both the Office of Public Liaison and the Domestic Policy Council believe these candidates are uniquely qualified for the Council's first session in March. A separate decision memo regarding the appointment of youth leaders for the June and September sessions will be forwarded to your attention shortly. **I recommend that you approve the following individuals as members of the White House Youth Advisory Council:**

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Mr. Martin Banda, Age 17, Harlington, Texas

Boys and Girls Clubs of America Youth of the Year. Martin Banda, an Hispanic American, is the Boys and Girls Clubs of America Youth of the Year and Southwest Regional Youth of the Year. He is an 11-year member of the Boys and Girls Club of Harlington, Texas. He has served as a Boys and Girls Club peer leader for the SMART MOVES drug, alcohol, and teenage pregnancy prevention initiative. SMART MOVES is a student managed program that assists in developing leadership skills for teenagers.

APPROVE: ☒

DISAPPROVE: ☐

Mr. Jody Carter, Age 21, Arkadelphia, Arkansas

Youth In Action National Youth Advisory Council and Hugh O'Brian Youth Foundation.

Jody Carter has been a board member of the Youth In Action Council for three years, and is responsible for highlighting the thousands of youth solutions that are presented to Youth In Action on their Web site. One of the youth solutions to school violence featured by Youth In Action includes "Across the Lines" in Concord-Carlisle High School in Concord, Massachusetts. This weekly program brings together students from different backgrounds to discuss racial stereotypes and race relations. Mr. Carter is also a member of the Hugh O'Brian Youth Foundation where he teaches youth leadership skills.

APPROVE: ☒

DISAPPROVE: ☐

Ms. Marie Celestin, Age 22, Boston, Massachusetts

Growing Individuals Reacting to Life's Struggles (G.I.R.L.S.) Marie Celestin, an African American, is the founder of a girl-led non-profit organization called G.I.R.L.S. Her organization coordinates annual conferences and monthly forums for young women in the Boston area on gender discrimination, body image, and self-esteem. She is a member of the Title 9 Advocacy Project Policy Advisory Committee which works on gender discrimination and sexual harassment in schools. She is also a member of the Youth In Action National Youth Advisory Council.

APPROVE: ☒

DISAPPROVE: ☐

Mr. Charlie Dominguez, Age 19, New York, New York

Hetrick Martin Institute's Youth Leadership Program. Charlie Dominguez is an Hispanic American who is gay. He is currently participating in the Youth Leadership Program at the Hetrick Martin Institute in New York. He also works on a program called POP (Peers Outreaching to Peers), a peer anti-violence program which seeks to reduce the level of violence--especially gang related violence--against both gay and straight kids.

APPROVE: ☒

DISAPPROVE: ☐

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Mary Beth Cahill to POTUS re: Candidates for White House Youth Advisory Council [partial] (3 pages)	02/09/2000	b(6)

COLLECTION:

Clinton Presidential Records
Staff Secretary
Chron Files
OA/Box Number: 21414

FOLDER TITLE:

Monday, February 14, 2000

2019-0990-S

rs3455

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE PRESIDENT HAS SEEN
2-14-00

Mr. Jeffrey Johnson, Age 25, Baltimore, Maryland

NAACP National Youth Council. Jeffrey Johnson, an African American, serves as the NAACP National Youth Council Coordinator. In this capacity, Mr. Johnson represents over 30,000 young people in 450 NAACP youth councils nationwide. As a student at the University of Toledo, Mr. Johnson served two terms as president of the Black Student Union and as president of the student government. He now serves as a minister at United Baptist Church in Baltimore.

APPROVE: ☒

DISAPPROVE: ☐

Ms. Erin McCarthy, Age 18, Seattle, Washington

Winner of the 1999 MAVIA Youth Peacemaker Award. Erin McCarthy was the recipient of the 1999 Mother Against Violence in America (MAVIA) Peacemaker Award. She has worked to end violence through workshops and forums, bringing together people from different groups to talk about issues such as race, poverty, and violence. She has also spoken at numerous engagements and has gone before the Seattle City Council to express her concerns for such issues.

APPROVE: ☒

DISAPPROVE: ☐

(b)(6)

Mr. Hans Reimer, Age 25, Oakland, California

The 2030 Center. Hans Reimer is the founder and director of the 2030 Center, an organization that mobilizes youth around Social Security, Medicare, pay equity issues, and education and employment issues. He is the author of *Strengthening Social Security for Young Workers*, and served on a White House Panel to discuss the impact of budget policy on younger generations.

APPROVE: ☒

DISAPPROVE: ☐

Ms. Cathy Serafica, Age 24, Los Angeles, California

UCLA Pilipino Recruitment and Enrichment Program (PREP). Cathy Serafica, an Asian-Pacific American, became involved in the UCLA Pilipino Recruitment and Enrichment Program (PREP) first as a high school student and later as an organizer in college. Through PREP, she helped to facilitate weekly community forums for Filipino American high school students from the Los Angeles area and UCLA college students to discuss Filipino American history, culture and higher education and contemporary community issues. As a graduate student, she is an active member of the Diversity Recruitment and Mentoring Committee of the UCLA Department of Information Studies.

APPROVE: ☒

DISAPPROVE: ☐

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Mr. David Winkler, Age 18, Denver, Colorado

Students Against the Firearm Epidemic (SAFE) Students of Colorado. David Winkler was strongly affected by the tragic events at Columbine High School, and has spoken out about the need to listen to our nation's youth and to keep guns out of the wrong hands. He participated in a youth panel discussion at the Colorado Governor's Conference on Youth Violence in June of last year. Last July, Mr. Winkler lead a group of 95 high school students from Colorado to Washington D.C. to urge Congress to put aside politics and pass reasonable gun reforms. He took a year off before college to organize and serve as executive director of SAFE Students, a national youth movement dedicated to reducing gun violence. He is also a spokesperson for the Student Pledge Against Gun Violence.

APPROVE: ☒

DISAPPROVE: _____

Ms. Mee "Molly" Yang, Age 17, St. Paul, Minnesota

Hmong American Partnership Peem Tsheej Program. Molly Yang, an Asian-Pacific American, is a part-time youth outreach worker with the Hmong American Partnership Peem Tsheej Program that works with serious juvenile offenders and young people that are on the brink of joining gang. She joined the Peem Tsheej Program as a participant in 1993. She has served as the chief editor of the *Hmong Teen* magazine and is the former president of the Asian Council. She has won numerous awards, including the United Way Youth Leadership Award.

APPROVE: ☒

DISAPPROVE: _____

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(b)(6)

THE WHITE HOUSE
WASHINGTON

February 2, 2000

John J. Cullinane
The Cullinane Group, Inc.
One Exeter Plaza
Boston, Massachusetts 02116

Dear John:

Thank you for your memorandum updating me on the progress being made in Belfast as a result of your vision and efforts. I am interested in the possibilities of the proposed initiative regarding the private/public partnership in West and North Belfast, and have referred this matter to Jim Steinberg of the National Security Council for proper review and followup.

All the best to you.

Sincerely,

2/14/00

Return to Eugenie
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Yes ☒

No ☐

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I have referred
your letter
to Jim Lyons,
my Special
Advisor for
Economic
Initiatives
in Ireland,
so that he
can review
and follow
up on your
interesting
proposal
for a

John J. Cullinane writes of his work, with the help of Frank Costello, to create jobs and economic development in Belfast. Call centers (email centers) are emerging that have great potential for Belfast as well as the Middle East. An email support company, locating email support sites in different time zones, can have a competitive advantage in a global economy. The technology is available from a company formed by Tom Montgomery, who is willing to donate his system, valued at \$750,000, to any private/public partnership created to take advantage of the opportunity. The support of your administration for forming such a partnership in West and North Belfast would be beneficial.

04/00 FRI 13:25 FAX 2024569460

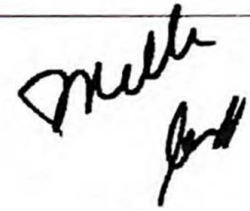
NSC EXECSEC

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The Cullinane Group, Inc.

Investors in High Technology Ventures

John J. Cullinane
President



MEMORANDUM

ATTN: Nancy Hernreich

TO: President William J. Clinton
The White House

CC: Richard Norland
Director for European Affairs
National Security Council

James M. Lyons
Special Advisor to the President & The Secretary of State
for Economic Initiatives in Ireland

FROM: John J. Cullinane 

DATE: January 17, 2000

RE: Northern Ireland, Israel

As you know, for six years I have, with the help of Frank Costello, been working to create jobs and economic development in Belfast, in particular in West and North Belfast which have such high unemployment and violence rates on the premise that jobs are key to peace. These efforts have been in support of your economic policies relative to Northern Ireland.

One opportunity that we promoted successfully to the appropriate people in Belfast in the past was call centers and I am pleased to note that The Halifax Group is creating a 1500 person call center in South Belfast, a huge development. My reason for sending you this memorandum is the emergence of an important new category of call centers called email centers. They have even greater potential for Belfast as well as the Middle East because the emails can be answered by anyone as long as he or she has access to a computer either at home, in the office, or in some other location. Where the person lives, his or her speech pattern, or background is of no particular interest to the email sender. Also, an email support company, locating email support sites in different time zones, can have a competitive advantage in a global economy. Thus, we envision email companies linking Boston, Belfast and the Middle East with a single system. This technology is now available

Memo to President Clinton

Page 2 of 2

January 18, 2000

from a company called Amacis, formed by Tom Montgomery who is one of Belfast's leading ecommerce entrepreneurs and someone for whom I have a very high regard. Of note, he is from West Belfast and, interestingly, from both the Protestant and Catholic traditions. I have, with Frank's assistance, arranged for him to meet this week with leading community leaders from North Belfast and West Belfast including Geraldine McAteer, Jackie Redpath etc. to brief them on the opportunity. He is willing to donate his system, which has a \$750,000 value to any private/public partnership that they, or others, would create to take advantage of this opportunity. Belfast has all the skills and people, including ex-prisoners, who could do a great job of answering emails. Also, the system could support a Palestinian participation easily because Tom has close ties to the Middle East and thinks highly of the Palestinian capabilities.

The results of this meeting were extremely positive and the community leaders in West and North Belfast would like to form a private/public partnership with the support of local IT executives. I believe the above initiative has great potential and would benefit from the support of your administration, particularly, to cope with any bureaucracy or other issues that may arise.

Joshi, M. Kay (EXSEC)

From: Duncan, John D. (INTECON/DOS)
Sent: Friday, February 04, 2000 1:20 PM
To: Norland, Richard B. (EUR); Joshi, M. Kay (EXSEC)
Cc: Blinken, Antony J. (EUR); Bradtke, Robert A. (EXSEC); Crocker, Bathsheba N. (NSA); @LEGAL - Legal Advisor
Subject: RE: Cullinane Initiative in Belfast / Nancy Hemreich Request to Review [UNCLASSIFIED]

Dick,

I think yours is a fine resolution. Only suggested @legal take a look if it was going to stay in NSC as an Jim S. action. If not, there are a lot of other lawyers at State, Commerce and WH who can handle. That's of course if Jamie agrees.
John

-----Original Message-----

From: Norland, Richard B. (EUR)
Sent: Friday, February 04, 2000 1:11 PM
To: Duncan, John D. (INTECON/DOS); Joshi, M. Kay (EXSEC)
Cc: Blinken, Antony J. (EUR); Bradtke, Robert A. (EXSEC); Crocker, Bathsheba N. (NSA); @LEGAL - Legal Advisor
Subject: RE: Cullinane Initiative in Belfast / Nancy Hemreich Request to Review [UNCLASSIFIED]

Upon reflection, I'm thinking it might be best to have the President's response refer the matter directly to Jim Lyons, who is after all his special adviser for economic initiatives in Ireland -- and we would just keep Jim Steinberg informed. Jim S. does need to stay on top of the "economic dimension" of the peace process, i.e. the premise that the more jobs created, the greater the stake in political stability and not going back to war, and conversely the greater the prospects for attracting outside investment.

I think having @LEGAL take a look at this response is fine, but it strikes me that the real issue will be what sort of recommendations Jim Lyons comes up with regarding whether or how to support Cullinane's initiative. My guess is that this would amount only to the most general kinds of support -- part of the broad array of activities Jim promotes in the name of supporting the economic dimension of the peace process. But in any case the lawyers at State and Commerce would be the ones to scrub the U.S. response, it strikes me.

Sorry to switch signals -- was a bit discombobulated yesterday amidst the potential collapse of the NI peace process and only had a chance to re-think after John's good comments below. thanks. Dick.

-----Original Message-----

From: Duncan, John D. (INTECON/DOS)
Sent: Friday, February 04, 2000 12:36 PM
To: Joshi, M. Kay (EXSEC)
Cc: Norland, Richard B. (EUR); Blinken, Antony J. (EUR); Bradtke, Robert A. (EXSEC); Crocker, Bathsheba N. (NSA); @LEGAL - Legal Advisor
Subject: FW: Cullinane Initiative in Belfast / Nancy Hemreich Request to Review [UNCLASSIFIED]

Kay,

Europe is fine with this, thinking it will be staffed to State/Commerce through Jim Lyons anyway but Jim S. should be initial point of contact. I admit it is difficult for me to understand how this particular initiative relates directly to the N. Ireland peace process, but I hardly ever argue with my Europe colleagues. However, given the business aspect and the request for administration endorsement/support, I would feel more comfortable if Legal took a quick look at it. If they are okay with it so am I. Do you want to fax them the materials?
John

-----Original Message-----

From: Norland, Richard B. (EUR)
Sent: Friday, February 04, 2000 11:36 AM
To: Duncan, John D. (INTECON/DOS)
Cc: Blinken, Antony J. (EUR)
Subject: RE: Cullinane Initiative in Belfast / Nancy Hemreich Request to Review [UNCLASSIFIED]

I don't see a problem with that -- Jim S. would pass it on for the appropriate review and follow-up.

-----Original Message-----

From: Duncan, John D. (INTECON/DOS)
Sent: Friday, February 04, 2000 10:51 AM
To: Norland, Richard B. (EUR)
Cc: Blinken, Antony J. (EUR)
Subject: RE: Cullinane Initiative in Belfast / Nancy Hemreich Request to Review [UNCLASSIFIED]

So, do you want the POTUS letter, as it does now, to refer the issue to Jim for "review and followup?"

-----Original Message-----

From: Norland, Richard B. (EUR)
Sent: Friday, February 04, 2000 9:03 AM
To: Duncan, John D. (INTECON/DOS); Joshi, M. Kay (EXSEC)

Cc: @EUROPE - European Affairs; @LEGAL - Legal Advisor; Crocker, Bathsheba N. (NSA); Bradtke, Robert A.
(EXSEC); @EXECSEC - Executive Secretary
Subject: RE: Cullinane Initiative in Belfast / Nancy Hernreich Request to Review [UNCLASSIFIED]

From our perspective, Jim should be the initial point of reference for Cullinane's Initiative, because it relates directly to the Northern Ireland peace process, which Jim oversees. As a practical matter, I think John is right that any follow-up action would be handled by others -- principally Jim Lyons, the President's Special Adviser for Economic Initiatives in Ireland, who would get Commerce and State to do the necessary. But it is important that any steps the U.S. takes on Ireland are first run through Jim. Thanks.
Dick.

-----Original Message-----

From: Duncan, John D. (INTECON/DOS)
Sent: Thursday, February 03, 2000 9:52 PM
To: Joshi, M. Kay (EXSEC)
Cc: @EUROPE - European Affairs; @LEGAL - Legal Advisor; Crocker, Bathsheba N. (NSA); Bradtke, Robert A. (EXSEC); @EXECSEC - Executive Secretary
Subject: Cullinane Initiative in Belfast / Nancy Hernreich Request to Review [UNCLASSIFIED]

Kay,

I have reviewed the documents you faxed to me. My reaction is that the POTUS letter should not refer the matter to Jim Steinberg for review and followup, but perhaps to Commerce or State who might have the institutional ability to review the initiative and do appropriate followup. Not being an entrepreneur on the cutting edge of technology, I have to admit John Cullinane's (The Cullinane Group, Inc., Boston) Initiative appeared a bit screwy to me. He requests administration support for e-mail centers manned by ex prisoners and others in Belfast, and by Palestinians somewhere in the Middle East (presumably Israel), using a \$750,000 system "donated" by a colleague of Cullinane's, presumably answering e-mails generated from elsewhere in the world!!! I have doubts that Jim would want to be responsible for such a review or followup.

If someone in NSC does take responsibility, legal may want to take a quick look.

Tony, your thoughts?

John

John