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001. resume	[Personally Identifiable Information] [partial] (1 page)	11/12/1999	b(6)

COLLECTION:

Clinton Presidential Records
Staff Secretary
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FOLDER TITLE:

Tuesday, March 28, 2000

2019-0990-S
rs3465

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]

File Copy

THE WHITE HOUSE
WASHINGTON

DATE: 3-28-00

NOTE FOR: TAYLOR BRANCH

The President has reviewed the attached, and it is forwarded to you for your:

Information ☒

Action ☐

Mr. Taylor Branch
1806 South Road
Baltimore, Maryland 21209

cc:

THE WHITE HOUSE

WASHINGTON

March 28, 2000

Berns Wolf Rothchild
3165 Pine Tree Drive
Miami Beach, Florida 33140

Dear Berns:

I was so sorry to learn that you were recently the victim of a crime, and that it happened because your taxi driver sought other routes in order to avoid the path of my motorcade.

I hope you have begun to heal from this frightening experience. My thoughts and prayers are with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Clinton". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

OPEC Oil Announcement of Production Increase
March 29, 2000

Q. What is Your Reaction to OPEC's Announcement?

A.

- **OPEC's Production Increase is a Positive Development:** OPEC's announcement to increase production is a positive development news for both consuming and producing nations, and one that will help sustain worldwide economic growth.
- **We Will Continue To Monitor the Market Closely:** While prices are predicted to fall throughout the year, there is inherent uncertainty in the oil market, particularly with such low inventories. We will continue to closely monitor oil production, demand and prices.
- **Congress Needs to Get Down to Work and Pass My Proposals to Increase Energy Security for America.** Congress has failed to:
 - ✓ Pass tax incentives to 1) promote energy efficiency and the use of alternative fuels; and, 2) support the domestic oil industry;
 - ✓ Approve investments in support of efforts to increase the use of efficient technologies and alternative fuels;
 - ✓ Authorize a home heating oil reserve with an appropriate trigger; and,
 - ✓ Immediately reauthorize the Strategic Petroleum Reserve.

Gas/Diesel Taxes

March 28, 2000

Q. Would You Support Lowering The Taxes On Gas And Diesel Fuel To Relieve Pressure On Their Prices?

A.

- **Could Negatively Affect Highway/Mass Transit Funding:** Many on Capitol Hill have raised legitimate concerns about the impact of these proposals on highway and mass transit funding.
- **This is Not a Real Solution to High Gas Prices:** Even Speaker Hastert has recognized this is not a solution to the problem of high gas prices and that “We need to solve the real problems out there.”
- **Unclear That Lower Prices Would Reach Consumers:** There’s some serious questions about whether this would lower prices for consumers or instead just present a windfall for producers.
- **We Should Continue Ongoing Diplomatic Efforts:** What we should make a priority right now is what we are doing – continuing diplomatic efforts.
- **Congress Should Get to Work:** And Congress should get down to work on the our proposals to increase energy security: Congress has failed to act on our proposals to:
 - ✓ Pass tax incentives to 1) promote energy efficiency and the use of alternative fuels; and, 2) support the domestic oil industry;
 - ✓ Approve investments in support of efforts to increase the use of efficient technologies and alternative fuels;
 - ✓ Authorize a home heating oil reserve with an appropriate trigger, to reduce the likelihood of shortages next winter; and,
 - ✓ Immediately reauthorize the Strategic Petroleum Reserve.

Tin Cup/Heavy Handed Diplomacy

Q: Secretary Richardson has been trotting around the globe with a tin cup, begging OPEC to increase production significantly and soon. Is not this the worst type of tin cup diplomacy? Were the Administration's diplomatic efforts too heavy-handed and counter-productive?

A:

- **Quiet Diplomacy Has Worked:** As recently as January, many OPEC nations did not appear to believe that production increases were needed in order to preserve the stability of the world economy.
- **We Shared Critical Economic Information With Our Partners:** We did not beg, we did not coerce, we did not threaten sanctions, we did not release oil from the Strategic Petroleum Reserve -- we simply shared critical data with oil producing nations that demonstrated by itself the importance of addressing the shortage of oil on the market in order to sustain world economic growth. We related to oil producing nations that:
 - ✓ oil market volatility is bad for both consuming and producing nations and,
 - ✓ greater stability in oil markets promote sustained world economic growth, which benefits both producing and consuming nations.
- **We Share Interest in Stable Oil Markets:** While we may not always agree on specific supply needs we share a strong interest in a stable adequately supplied global oil market. Cooperating closely on this basis of our mutual interests promotes our vital interest in assuring adequate supplies of reasonable oil prices for the U.S. economy.

GUIDANCE ON OIL AND INFLATION

Q: Are you worried that high oil prices will trigger rising inflation?

A.

- **The Economy Remains Strong:** As a result of strong growth in investment and productivity, the fundamentals of the economy are strong. The United States has been able to enjoy continued strong job growth while inflation – other than energy prices – remains low and stable. The underlying core rate of inflation is the lowest it has been since 1965.
- **Concerned About the Effect of High Oil and Gas Prices:** Although the fundamentals of the economy are strong, I am very concerned about the effect that the rise in oil prices has had on the prices that American consumers have to pay for gasoline, home heating oil, and other products. We have already provided assistance to low income households to help pay for home heating oil, and offered loans to small business and supported the creation of a regional product reserve in the Northeast. We also note that the markets clearly expect prices to fall consistently through the end of the year.
- **Oil Prices Will Not Lead to Higher Prices Across the Board:** I agree with Chairman Greenspan that there is little danger that higher oil prices will lead to substantially higher prices across-the-board. The most important thing we can do to keep underlying inflation low is to maintain our successful strategy of fiscal discipline in order to keep investment and productivity strong.

Will You Use the Strategic Petroleum Reserve

Q. Last Night, Secretary Richardson Said that He Sees No Need to Use the Strategic Petroleum Reserve. Have You Decided Not to Use the SPR?

A.

- **SPR Intended for Emergencies:** The SPR is designed for dealing with an oil supply disruption that poses grave risks for the U.S. economy.
- **No Need to Use the SPR in Current Context:** I agree with Secretary Richardson that with increase oil supplies about to come onto the world market, there is no need to use the SPR in the current context.
- **However, Use of the SPR Remains on the Table:** As I have noted several times before, I am prepared to take the steps to protect the United States economy if necessary. The use of the SPR remains on the table, if changed circumstances warrant its use.

Drilling in ANWR to Boost Domestic Production

Q. Why Doesn't The Administration Support ANWR Being Opened Up For Oil And Gas Development?

A.

- **Should Not Sacrifice Environment in Response to Short-Term Economic Problem:** The Administration is committed to ensuring adequate supplies of petroleum products at reasonable prices. However, we need to show restraint and preserve for future generations America's precious wilderness by not acting to destroy wilderness and unique natural resources for short-term monetary gain, or reacting to cyclical events that could force us to make a short-sighted, isolated policy decision.
- **Alaska is a Unique Treasure that we Must Preserve:** The Alaska wilderness is the last remaining region where the complete spectrum of the arctic and subarctic ecosystems comes together. Opening ANWR to oil development would threaten the breeding ground of thousands of caribou, polar bears, swans, snow geese, musk oxen and numerous other species.
- **U.S. Cannot Insulate itself From World Oil Market:** Many proponents for opening ANWR to oil production argue that its development would help to insulate our energy markets from some world oil crises. However, oil markets are global in nature, and the U.S. cannot insulate itself from global oil market dynamics.

CAMPAIGN FINANCE REFORM

00 MAR 29 AM 9:57

Do you support the Hollings Amendment, which would give Congress the power to regulate campaign spending?

While I am broadly sympathetic with the spirit of the Hollings Amendment, I believe that we need to focus on what is immediately achievable in the near term, which is passage of the McCain-Feingold-Shays-Meehan legislation.

Do you support the Vice President's proposal to create a Democracy Endowment to finance House and Senate elections? Will you submit legislation to establish such an endowment this year?

I believe that the Vice President's proposal to create a Democracy Endowment is an excellent contribution to reforming our campaign finance system and I am proud that the Vice President has decided to make political reform a key component of his campaign agenda. I also agree with the Vice President that there are two key steps to reforming our campaign finance system: First, passage of the McCain-Feingold-Shays-Meehan legislation, which bans soft money. Second, there are broader approaches, including the Endowment, which the Vice President has put forward. I am committed to fighting for the passage of the McCain-Feingold-Shays-Meehan legislation, which I have supported for several years, and believe is a vital initial reform.

THE PRESIDENT HAS SEEN
3-28-00

David S. Spielfogel

03/17/2000 01:32:15 PM

Record Type: Record

To: Nancy V. Hernreich/WHO/EOP@EOP, Wendi M. Boxx/WHO/EOP@EOP

cc:

Subject: Harrison Ford/INEEL

Nancy and Wendi:

Per the President's memo to George Frampton about the Harrison Ford/Gerry Spence meeting ... George and Sec. Richardson have been working on this issue and we anticipate the Secretary will be making an announcement in the coming weeks that will make Mr. Ford and Mr. Spence very happy. We are happy to provide some paper for a POTUS call or meeting, but you might want to wait a few weeks for the good news. Also, George is happy to invite the gentlemen to meet with him.

Let me know if you need anything else.

David

3/28/00

Should we send to
Bu. Khurd to coordinate
w/ Frampton.

Yes ☒

No ☐

Do not call for
Harrison, Gerry



THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

Site from Sec of
Defense on
Homosexual
Conduct Policy
amir lebanon

3-28-00

MAR 27 2000

The President
The White House
Washington, DC 20500

Dear Mr. President,

As you know, I directed the Department's Office of Inspector General (IG) December 13, 1999 to assess the environment at representative installations with respect to the application of the Department's homosexual conduct policy. The assessment includes a review of the extent to which the harassment of service members based on perceived or alleged homosexuality occurs and the extent of disparaging speech or expression with respect to sexual orientation occurs or is tolerated. The Inspector General surveyed some 71,500 members at 38 installations and 11 ships and/or submarines. He has completed his report and forwarded it to me. This letter summarizes the IG's report, comments on the recent report by the Servicemembers Legal Defense Network on the Department's "Don't Ask, Don't Tell" policy, informs you of the changes I have instituted in the past few months throughout the Department to strengthen implementation of the Department's policy on homosexual conduct in the military, and outlines measures I am directing today in response to the Inspector General's report.

The Inspector General's report convinces me that additional actions are necessary to address the problem of harassment of service members who are alleged or perceived to be homosexual. Over one-third of respondents participating in the survey reported that over the past year they had either witnessed or experienced some form of harassment based on perceived homosexuality. Although the most frequent type of harassment identified was offensive speech, a small but significant percentage of respondents reported that more serious matters were involved. In most cases, the harassment was not reported to the chain of command. We have no way of knowing the extent to which the results of this survey reflect a larger societal issue. Nonetheless, we simply cannot tolerate harassment in the Armed Forces

On March 9, the Servicemembers Legal Defense Network (SLDN) issued their latest annual report, "Don't Ask, Don't Tell, Don't Pursue, Don't Harass". Insofar as the SLDN report identifies specific cases where potential problems may exist, it provides a helpful complement to the Inspector General's report. The Department intends to review the specific cases in the SLDN report and will seek to determine if further action is warranted.

I know that you share my view that harassment of our service members for any reason seriously undermines the good order and discipline that is critical to an effective fighting force. The leadership of each Service must continue to work to ensure that





THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

The President
The White House
Washington, DC 20500

Dear Mr. President,

MAR 27 2000

00 MAR 27 PM 3:18

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everyone in the Armed Forces understands that harassment, whether based on race, religion, gender, perceived sexual orientation, or any other basis, is unacceptable.

Since last August, my office has taken several strong steps to ensure that our policy is clearly understood and fairly enforced.

August 12, 1999

- Service Secretaries asked to issue guidance that judge advocates should consult with senior legal officers at higher headquarters prior to investigations into alleged homosexual conduct. In addition, Military Department secretarial level approval must be obtained prior to initiating any substantial investigation into whether a service member made a statement regarding his or her homosexuality for the purpose of seeking separation.

Guidance issued.

- Service Secretaries asked to ensure that DoD guidance regarding the investigation of threats against or harassment of service members on the basis of homosexuality be effectively disseminated at all levels of command and is made part of the training programs for law enforcement personnel, commanders and supervisors, and is incorporated into the required training that members of the armed forces receive upon entry into the armed forces and periodically thereafter.

Guidance issued.

- Service Secretaries asked to ensure that their Inspectors General include, as an item of specific interest in their inspections, review of the training of those charged with the application of the policy on homosexual conduct, to include commanders, attorneys, and investigators.

Guidance issued.

December 13, 1999

- DoD Inspector General directed to assess the environment at representative installations with respect to the application of the Department's homosexual conduct policy and report in 90 days.

Report completed.

December 18, 1999

- Service Secretaries instructed to provide updated training materials, incorporating training regarding threats or harassment, to the Office of the Secretary of Defense by January 17, 2000 for review and approval.

Materials provided.

- Service leadership asked to issue a strong statement to the field that harassment for any reason will not be tolerated and that commanders are expected to take prompt, appropriate action in instances of harassment.
Strong statements issued.

January 10, 2000

- Secretary of the Army Caldera directed the Army Inspector General to review at Ft Campbell the implementation of the policy on homosexuals, review the command climate at Ft. Campbell, and conduct an Army-wide assessment of the Army's implementation of the policy on homosexuals in the military.
Review underway and due by May 1.
- Army leadership instituted Service-wide special additional training on the Department's homosexual conduct policy.
Army-wide training underway.

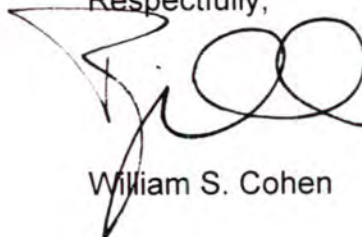
February 1, 2000

- Office of the Secretary of Defense approved improved training plans proposed by Services.
New plans being implemented.

The Inspector General's report makes clear, however, that there is still more to do to fully address these issues. In that regard, I am establishing a working group, composed of senior military and civilian representatives from each of the Services, to review the Inspector General's report and any other pertinent material and propose a draft action plan that can be provided to each of the Services. This draft action plan should focus on the measures necessary to address the problem of harassment based on perceived sexual orientation, and the other issues raised by the results of the Inspector General's survey. The draft plan should concentrate on Department-wide measures, although it may contain Service-specific items as well. The working group will report by July 31, 2000.

I am determined that the policy on homosexuals in the military be clearly understood and fairly enforced.

Respectfully,

A handwritten signature in black ink, appearing to be 'W. S. Cohen', written over a horizontal line.

William S. Cohen

BACK TO COVER:

PLS REDO AS
MESSAGE FOR
APRIL 9th event,
ALONG LINES OF
^{RAFT} LETTER THEY
PREMDED.

COORDINATE
W/ TRAMONTANO.
RETURN TO LL FOR

DISPATCH
(BY 4/4)

(U)

3-28-00

UNITE!

AMALGAMATED CLOTHING & TEXTILE WORKERS UNION & THE INTERNATIONAL LADIES' GARMENT WORKERS' UNION

Carl:
pls forward
to corr. +
keep copy
for me.
Tux. (u)

POTUS
B'DAY LETTER
AP

March

BY APRIL 1

PLS RETURN TO
STAFF SEC. FOR
DISPATCH TO
ECHAESTE'S OFFICE.
(u) 3.20.00

TO: Office of the Deputy (

FROM: Ann Hoffman

RE: Birthday wishes, April 9

BY FAX - 2 PAGES INCLUDING THIS ONE - 456-

Attached as we discussed is a draft of a birthday greeting from President Clinton to Sol Stetin on the occasion of his 90th birthday, April 9, 2000.

Sol Stetin is the former President of the Textile Workers Union of America, former Executive Vice President of the Amalgamated Clothing and Textile Workers Union, co-founder of the Botto House American Labor Museum in Haledon, New Jersey, a national landmark building and a national historic site, and a mentor to hundreds of trade unionists for 5 decades.

For your information, Sol's granddaughter, Lauren Beth Gash will on March 21 be nominated without Democratic opposition as the Democratic candidate to succeed Rep. John Edward Porter in the 10th District of Illinois. We did not mention that in the draft, but thought you would be interested.

If you have any questions, please call me. If you can let me know when the letter is ready, I would like to pick it up, so that UNITE can surprise Sol with it at a birthday celebration in New York on April 9.

Thanks so much for helping us to celebrate this milestone.

UNION OF NEEDLETRADES INDUSTRIAL AND TEXTILE EMPLOYEES, AFL-CIO, CLC

JAY MAZUR President
BRUCE RAYNOR Secretary-Treasurer
EDWARD W. CLARK, JR. Executive Vice President
EDGAR ROMNEY Executive Vice President

1710 Broadway
New York, NY 10019-5299
Tel 212 265-7000
Fax 212 265-3415

LEGISLATIVE OFFICE

ANN HOFFMAN Legislative Director
WILLOW JEANE LYMAN Administrative Assistant
888 16th Street N.W., Suite 303, Washington, D.C. 20006
Tel 202 347-7417 Fax 202 347-0708
email: UNITE@BellAtlantic.net

THE WHITE HOUSE
WASHINGTON

Date 3.28.00

To: K. TRAMONTANO

From: The Staff Secretary

FYI- REQUEST CAME IN
WHILE YOU WERE IN INDIA.
CORRESPONDENCE IS PREPARING
MESSAGE FOR APRIL 9TH
BIRTHDAY CELEBRATION. WILL
COORDINATE W/YOU.

-LISEL



A MERGER OF THE AMALGAMATED CLOTHING & TEXTILE WORKERS UNION & THE INTERNATIONAL LADIES' GARMENT WORKERS' UNION

March 20, 2000

TO: Marjorie Tarmey, Office of the Deputy Chief of Staff

FROM: Ann Hoffman

RE: Birthday wishes, April 9

BY FAX - 2 PAGES INCLUDING THIS ONE - 456-1907

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Sol Stetin is the former President of the Textile Workers Union of America, former Executive Vice President of the Amalgamated Clothing and Textile Workers Union, co-founder of the Botto House American Labor Museum in Haledon, New Jersey, a national landmark building and a national historic site, and a mentor to hundreds of trade unionists for 5 decades.

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UNION OF NEEDLETRADES, INDUSTRIAL AND TEXTILE EMPLOYEES, AFL-CIO, CLC

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email: UNITE@BellAtlantic.net

A happy birthday from President Clinton:

Sol, your lifetime of achievements on behalf of working people is an inspiration to all of us. You have packed quite a lot into 90 years and you are still going strong!

For over five decades, you have worked tirelessly on behalf of working families. Active in the early organizing drives of the CIO, and as president of the Textile Workers Union of America, you fought hard to bring union representation, justice and dignity to textile workers throughout the American South. Under your leadership, the union took on the hard fights, including the historic organizing effort at J. P. Stevens.

In later years, as an officer of the Amalgamated Clothing and Textile Workers Union, you continued to fight on behalf of working people. And, now, in your retirement, you are keeping the cause alive organizing retirees, lobbying and fighting to preserve Social Security and to make the riches of our great nation available to a new generation of American workers.

You have already created a permanent monument to your work and the history of the labor movement at the Botto House American Labor Museum, just a short distance from your lifelong home in Paterson, New Jersey.

On your 90th birthday, my best wishes to you and your lovely wife Freida, and to your children and grandchildren.

3-28-00

THE WHITE HOUSE

WASHINGTON

March 27, 2000

00 MAR 27 PM 8:08

MEMORANDUM FOR THE PRESIDENT

FROM: BETH NOLAN *BN*
COUNSEL TO THE PRESIDENT
BILL MARSHALL *Bm*
DEPUTY COUNSEL TO THE PRESIDENT

CC: JOHN PODESTA
CHIEF OF STAFF
MARIA ECHAVESTE
DEPUTY CHIEF OF STAFF

SUBJECT: CARHART V. STENBERG

copied
Nolan
Marshall
Podesta
Tramontano
Echaveste

This is a follow-up to our previous memoranda to you addressing whether the Solicitor General should file an amicus curiae brief in *Carhart v. Stenberg*, the case addressing the constitutionality of the Nebraska law proscribing dilation and extraction (D & X) abortions commonly known as "partial-birth" abortions. The Solicitor General has prepared a draft brief in the case, which we have reviewed. Although we originally recommended that no brief be submitted, we now recommend that the Solicitor General file this brief.

Our original concern about filing in the case was based upon the tension between the constitutional theory relied upon by the Eighth Circuit in invalidating the Nebraska statute and our legislative position on this matter. As we noted, the Eighth Circuit invalidated the Nebraska statute on the ground that it imposed an undue burden on a woman's right to choose by prohibiting a procedure used in second trimester abortions. Our legislative position, on the other hand, has been that we would support a bill if it contained an exception for a serious threat to a woman's health – a position which implies that we would support restrictions on partial-birth (D & X) abortions even if performed in the second trimester.¹ We were, therefore, concerned that if we filed a brief supporting the Eighth Circuit's holding, we would undercut our legislative position. Conversely, if we filed a brief consistent with our legislative position, we would undercut the decision of the Eighth Circuit and the legal arguments of the groups opposing the statute.

Although this tension remains, we have been persuaded that filing a carefully drafted brief is appropriate. Since our original memo to you, HHS has submitted a memorandum to the Solicitor General recommending that a brief be filed, and we have been informed that Secretary

¹ Because the D & X procedure is used in both second and third trimester operations, our legislative position, as currently maintained, is not properly described as an objection to only so-called "late-term" abortions.

Shalala is strongly committed to this action. At the same time, some of the women's groups have actively lobbied the White House to become involved in the case. The groups have made clear that they would consider our not filing a serious breach of our commitment to freedom of choice. In this respect, they note that the Reagan and Bush Justice Departments participated on the other side in every abortion case heard by the Supreme Court during their tenures. The groups also argue that our not filing would be perceived by the Supreme Court as a signal that this Administration does not firmly believe the statute is unconstitutional.

Finally, HHS and the groups have argued that our participation is needed because of the breadth of the statutory language describing the partial-birth (D & X) restriction. Recent cases addressing partial-birth (D & X) restrictions (including *Carhart*) have found that the statutory language aimed at prohibiting the D & X procedure may also cover certain dilation and evacuation (D & E) procedures – the procedures most widely used in second trimester abortions.² On this basis, the groups argue that if the Court were to uphold the Nebraska statute, it would result in limiting the availability of a broad range of abortion services for pregnant women and would not merely prohibit one arguably objectionable procedure.

The Solicitor General's draft brief attempts to make the strongest case against the statute's constitutionality within the bounds of our legislative position.³ The brief argues that the Nebraska statute is unconstitutional on the grounds that it is vague and overbroad, and lacks a necessary exception for women's health. The brief also adheres to the importance of the second trimester line by contending, in its overbreadth section, that the law is unconstitutional because it would prohibit D & E procedures within the second trimester. At the same time, the brief is silent on the issue of whether a narrow D & X ban in the second trimester would be constitutionally valid.

We do not believe that the brief avoids all litigation risks. Its silence on the second trimester issue could be characterized as suggesting that a second trimester D & X ban, if properly crafted, would be constitutionally permissible. The Solicitor General argues, however, and we agree, that this characterization could be rebuffed by noting that the question of the propriety of a narrow second trimester ban does not need to be reached to decide this case. We are therefore persuaded that the advantages of participating in the case outweigh the benefits of not filing.

DECISION:

 **File a brief.**

_____ **Do not file a brief.**

² Because of this, a number of courts, including *Carhart*, have found the statutory language to be unconstitutionally vague and overbroad.

³ The brief varies from our legislative stance in its suggestion that language to which we initially subscribed is vague and overbroad. Significantly, however, the Congress may also share that view. Senator Santorum's latest bill has more specific language than the versions of the bills that you have vetoed.



00 MAR 28 AM 10:39

March 17, 2000

The Honorable William J. Clinton
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20502

Dear President Clinton:

I'm writing this letter to you to tell you about one of my employees, Keith Ford. He is a hard working, dedicated employee that has overcome his disabilities. Keith is a big supporter of yours. His dream is to meet you and thank you for the great job you have done as President of our country. There are many things that Keith misses out on in life due to his challenges. It would be great to do something special for him. That is why I am asking if you can afford a few minutes out of your busy schedule to meet our group and Keith.

Each year, Metric Property Management has a Standard of Excellence Recognition Award Program. Our property won Outstanding Property Achievement Award. As part of the award, we receive a team entertainment day. To commemorate this special occasion, we selected a trip to Washington D.C.. We will be visiting D.C. on April 6, 2000. We have a tour of the White House scheduled with a sign language interpreter for Keith.

We would be greatly honored to meet you. It would make our trip memorable and Keith's dream come true!

Sincerely,

Loretta Artwohl
Community Manager

Enclosures

3128100
Send to Scheduling?
Yes ☒
No ☐

Carl



PRESIDENT Clinton

MARCH 6, 2000

Hello! WE WANT you who WE ARE
WE ARE, WE ARE MERTIC Property Management
STAFF. MERTIC took CARE apartment, OUR
job to GIVE SERVICE to them and WE MAKE
SURE EVERYTHING ARE excellent to make people
COMFORTABLE Living!

WE, MERTIC system won outstanding
PROPERTY achievement, the standard of excellence.
WE ARE going to Washington D.C and hope
you have chance to have 30 mins for your break?
We hope to meet you! and we want to
tell you, you ARE doing good job to being -
PRESIDENT of United States of America!

WE ARE VISITING D.C. on APRIL 6, 2000

Yours America People,
Keith A. Ford

TREETOPS Apartment
100 TREETOPS LANE
WEST CHESTER, PA

WORK: 610-692-4422 TDD PH: 610-429-5350 19360-6745

TO PRESIDENT CLINTON,

FIRST of all we wanted to tell you all about us and what we do?

WE are METRIC Property Management Staff, we provide americans comfy living in our Apartment, we worked hard to provide them to living better and comfortable Environment!

WE talked about you and thought you did wonderful job for American's sake! We wanted to say thank you and invite you and your wife First Lady Hillary to have lunch when you stop by Philadelphia or someplaces nearby, give us call and we would make arrangement.

S.

Bring your

Saxophone we would like to hear!

Thank You!,
Keith A. Ford (Groundkeeper)
Metric Property Management

TREETOPS APARTMENT
100 TREETOPS LANE
WEST Chester PA 19380

Phone: 610-~~251-7400~~
692-4420

CARE MANOR
804 BURNETT DRIVE
MOUNTAIN HOME, AR 72653
PHONE (870) 424-5030
FAX: (870) 424-5040

Comp
Staff Sec
potw
Sec

TO: Bill Clinton

00 MAR 28 PM 3:34

FROM: Pat Flynn

COMPANY: _____

PHONE: _____

DATE: 3-14-00

PAGES: 4 (including cover page)

RE: _____

3/28/00

Additional
Comments: _____

Send to Burkhardt?

Yes ☒

No _____

BC Sig

carl

Care Manor Nursing Home

804 Burnett Drive • Mountain Home, AR 72653

Phone: 870-424-5030

Fax: (870) 424-5040

Pat Flippo, Administrator

March 13, 2000

Dear Mr. President,

You hang tough against the NRA!!
Americans as you know are tired
of the gun violence and want
something done. You can do it!!

Mr. President there is a major problem
in our state but also across America.
The problem is in Long Term Care. we
weren't able to hire enough Certified
Nursing Assistants to care for our Senior
Citizens. This is true in Mountain Home
and also across Arkansas and the U.S.
In Arkansas the Legislature passed the
Wage Enhancement for Nursing Homes where
if nursing homes met the minimum
state staffing requirements nursing homes
would be rewarded with a \$4.93 increase
per Medicaid patient day. It has not
helped our industry. If Arkansas Nursing
Homes don't meet the minimum staffing
we pay back the 4.93 per Medicaid patient.

Care Manor Nursing Home

804 Burnett Drive • Mountain Home, AR 72653

Phone: 870-424-5030

Fax: (870) 424-5040

Pat Flippo, Administrator

Mr. President money is not the answer to our problem. This is very disturbing to me when I can't care for people who need our services.

You are alot smarter than I, do you have any ideas that might help our industry. Is there any programs that are available or can be developed to recruit Certified Nursing Assistants?

I have been doing the best I can but its not enough. I've never in twenty-one years seen it as bad as it is now. As you know it is without a doubt the most rewarding job you can have.

National Nursing Home week is May 13 through May 20th. If you sign a National Proclamation I would love to come. Maybe you could say something about the importance of caring for our Senior Citizens in nursing homes.

Care Manor Nursing Home

804 Burnett Drive • Mountain Home, AR 72653

Phone: 870-424-5030

Fax: (870) 424-5040

Pat Flippo, Administrator

*Mr. President I know that you are faced
with many problems daily. Our industry
needs your help. But most importantly,
the elderly who reside in Nursing Homes
across America need your help.
God Bless you and your family.*

Sincerely,

Pat



American Jewish Congress
Stephen Wise Congress House
15 East 84th Street
New York, NY 10028
212 879-4500 • Fax 212 249-3672

Handwritten signature
for

00 MAR 28 PM 3:19

Office of the President

March 17, 2000

Via Federal Express

Ms. Nancy Hernreich
Executive Office of the President
The White House
1600 Pennsylvania Avenue, N.W.
1st Floor, West Wing
Washington, D.C. 20500-2000

Dear Nancy:

I hope this letter finds you and your family well.

I have enclosed a letter that I would appreciate your assistance in the bringing to the President's attention.

As always, thank you for your assistance and attention to this matter.

Sincerely,

Handwritten signature of Jack Rosen

JACK ROSEN

3/28/00

Send to USC?
for response

yes

no

Handwritten signature: Carl

Encl.



American Jewish Congress
Stephen Wise Congress House
15 East 84th Street
New York, NY 10028
212 879-4500 • Fax 212 249-3672

Office of the President

March 8, 2000

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

Dear Mr. President:

As I believe I have already mentioned to you, a few weeks ago I led a small delegation of officers of the American Jewish Congress on a ten-day visit to the Middle East. For us it was quite an extraordinary trip. We met and spent time with Crown Prince Abdullah of Saudi Arabia, members of the Royal Family in Abu Dhabi, King Abdullah of Jordan, and Prime Minister Barak in Israel, along with various of their aides and cabinet ministers.

It occurs to me it might be useful if I were to share with you some of our more salient impressions. At the very least, it can't hurt to add our comments to the array of information that is made available to you. It is another set of viewpoints, presented from another perspective, and I offer it in the hope that it may be helpful.

Let me state at the outset that we proceeded from what we believe to be the universally accepted premise that any agreement between Syria and Israel ought to be freely negotiated between the principals and should not be the product of coercion or pressure by any third parties. At the same time, during the course of our journey we encountered a widely prevalent belief that there will be no agreements without the confident expectation of backing and financial support by the United States. Moreover, there seemed to be little doubt anywhere that this support will have to be sizable and substantial if it is to persuade the parties to take the risks inherent in any agreement they are likely to sign.

This naturally caused us to ask what the United States has the right to ask in return. While it is clear that the United States must refrain from imposing its views on such uniquely bilateral issues as the deployment of troops or the demarcation of borders, it seems equally clear that we should have the right to insist that any agreement that is reached include those collateral elements that not only end the prospect of war for the present; but promise long term stability and look in the direction of the kind of regional cooperation indispensable for lasting peace.

The American people, after all, cannot be expected to support a major allocation of funds of this kind every few years. Not only is it wasteful, but it engenders an unhealthy and dangerous competition between our international responsibilities and our domestic needs. Tensions along these lines are already becoming evident.

With this in mind, therefore, wherever we went on our trip we raised the question of including provisions for normalization as an element of the peace process. While the leaders in every country we visited expressed an ardent yearning for peace, that yearning, unfortunately, did not uniformly translate into a readiness to accept normalization of relations between states in the region.

In Saudi Arabia, for example, we were told by Crown Prince Abdullah, pressing his hand to his chest, that too much had transpired to allow him to consider normalization until some indeterminate time in the future, no matter what the outcome of the current peace negotiations. He informed us that he would have to see that all the demands of the Syrians and the Palestinians were met and fully implemented, and that his own claims upon Jerusalem were fully respected and implemented (which may be somewhat difficult considering the conflicting claims of Jordan and the Palestinians) before he could even begin to consider anything approaching normalization.

[continued]

One may wonder how firmly he would remain committed to these views if Syrian and the Palestinians were to enter into peace agreements. For the time being, however, his views are at the very least disconcerting. I should note, however, that our presence as a Jewish group in Saudi Arabia could not have been foreseen a few years ago and suggests the perennial possibility of change. I believe that if the United States were to make clear its own insistence on normalization as a condition of peace, the Crown Prince could not long remain unpersuaded.

Fortunately, we did not find a similar attitude among the other Arab states we visited. Prior to our arrival we had been somewhat disappointed by the failure of Abu Dhabi, unlike its neighbors among the Gulf States to offer some kind of gesture to Israel, like the opening of some kind of trade mission, signaling a readiness to be more forthcoming in the event of peace and thereby encouraging Israel to be more forthcoming in return. It was gratifying, therefore, that during the course of our luncheon meeting Shaykh Mohammed and his brothers, Shaykh Hamdan, Shaykh Abdullah, and Shaykh Dhiyab, the members of the Royal Family acknowledged that Abu Dhabi had been "slow" in helping in this fashion to advance the peace process and indicated that this matter would be rectified shortly.

There is little doubt in my mind that Abu Dhabi would be responsive to the notion that normalization is a prerequisite for peace. There is also little doubt in my mind that they would be eager for recognition of their flexibility on the peace process and their willingness to be of help. The State Department certainly knows better than I whether they are truly deserving, but as I mentioned to you during our conversation a few days ago, it occurs to me that one relatively cost-free and easy way to offer them encouragement would be to arrange for a refueling stop at their airport. I believe they would welcome even that fairly nominal recognition.

Our luncheon meeting with King Abdullah of Jordan, of course, confirmed what was to be expected, that he is completely open to and supportive of the notion of normalization as a key to a lasting peace in the area and that it ought to be pursued almost as energetically as other aspects of negotiation. I doubt that either Jordan or Abu Dhabi or any other Arab state would overtly or openly indicate to Syria that there can be no peace agreement unless it is accompanied by the elements of normalization, but I am confident that both would understand and accept the firm pronouncement by the United States that it would be difficult to fund any solution that does not contain those ingredients and thus does not promise to be of lasting effect.

Again, it was no surprise that most Israelis with whom we spoke, including Barak and his top advisers, were eager to promote the idea of normalization as an element of peace, since that is the primary incentive to get them to move down from Golan and to make other concessions on the Palestinian track. What they get out of peace, after all, is the prospect of being allowed to live normal lives in a normal neighborhood. Yet, to my surprise we did meet some Israelis who are so eager to end open conflict that they would be prepared to endorse any proposal that would mean an end to the present hostilities – and take their chances as to what might ensue thereafter. However, I think that view fails to take advantage of what I think is a unique moment in the history of these matters.

Clearly, the United States must abstain from intervening on such uniquely bilateral concerns as borders, water rights and the deployment of the respective military forces. But our country has a chance to make plain its view that no accord will mean much if the parties agree on the immediate issues but the surrounding atmospherics shout out that no one should delude himself into believing that this is the precursor to a long-term solution. The agreement itself may require phased implementation, but another merely interim solution would be grossly insufficient. Another peace of the same uncertain quality as that between Israel and Egypt, in which President Mubarak despite a nominal peace treaty feels free to encourage Hezbollah to attack Israeli soldiers, would not be very promising or offer a sound basis upon which to build.

[continued]

No one expects the parties to fall into each other's arms or proclaim their undying love for each other. Indeed, even a handshake seems difficult to accomplish. At the same time, no peace arrangement can be considered reliable unless it provides for the basic accompaniments of peace, even beyond the formal exchange of embassies and ambassadors – opportunity for improved trade and commerce; plans for building sound and viable economic institutions; concerted opposition to terrorism; enhanced access and freedom to travel; comprehensive cultural exchange commitment to abandon past grievances.

Americans are going to be asked to sacrifice a lot to make this peace effective. There will doubtless be vigorous and possibly successful opposition in the Congress over the necessary appropriation of funds unless it is made very clear that our participation is in the context of a genuine commitment by the parties to produce not an armistice but a credible and reliable peace. We have a distinctive national interest in achieving a Middle East peace sturdy enough to justify our extensive involvement.

Mr. President, much will depend upon your ability to persuade the negotiating parties to recognize this reality. You have eight more months to use the enormous respect you personally command in the region to bring these facts home. Your leadership, and perhaps yours alone, can use the various psychological and political factors that converge at this singular moment – the fatigue of most of the parties and their genuine need for peace, the dependency upon the generous support and financial backing of the United States, the practical political difficulty that will be confronted in the Congress unless there is a clear perception that the peace that is purchased will be lasting – to achieve finally the goal of a secure peace for which you have worked so diligently throughout your term in office. This would be a fitting culmination of your years of perseverance and dedication.

Obviously, I would be pleased to discuss these matters further with you should you desire, and to offer any other assistance you may think useful.

Sincerely,



JACK ROSEN

3/28/00

Send to Burkhardt?

Yes ☒
No ☐

Jennis W. Bakke
President
of Executive Officer

BC sig.
cc'd. w/ CEG

28 PM3:34

AES Corporation
The Global Power Company

March 22, 2000

The President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr President:

Thanks for your generous support of our initiatives in Bangladesh with the Prime Minister. We are committed to change for the better the lives of the people of that country and your encouragement will help.

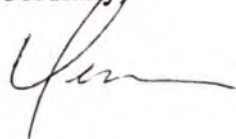
 Carol Browner is considering a determination that would make coal ash a hazardous waste, a move that is controversial even within the agency itself, and would be disastrous ecologically and economically to the country.

We also believe this would be an unfair use of her regulatory powers. Scientific evidence does not support a hazardous determination, and her own staff recommends against it. We think perhaps this is a case of using an inappropriate regulatory mechanism (solid waste) to get at a separate environmental agenda (air emissions issues). Besides being unfair, it will have a lot of unintended consequences (like shutting down "clean" coal plants!).

EPA argues there are gaps in the current procedures that regulate this waste at the State level. In fact, they have a program they are not using (industrial solid waste guidance) that could fill the gaps. Instead they are proposing draconian Federal regulation.

 Vice President Gore may think this is a good campaign issue, but it could easily backfire. Over 50% of the nation's electricity is generated from coal. Some plants, especially older ones, should be cleaner, but making ash "hazardous" will only make millions of citizens and many leaders who have been supportive of ecological improvements dig in their heels against this and other environmental initiatives.

Cordially,



DWB/jh

1001 North 19th Street
Arlington, Virginia 22209
(703) 522-1315
Telecopier (703) 528-4510



STATE OF

House of Representatives

Staff 120
3128/00

Send to Burkhardt

Yes ✓

No

coord. of OMB

✓

March 23, 2000

The Honorable Bill Clinton
President of the United States
The White House
Washington, D. C. 20500-2000

Dear Mr. President:

Please accept this letter requesting your support in an effort to have Congress reinsert into the 2001 budget the \$700,000 required by the U. S. Army Corps of Engineers to complete the feasibility study on widening and deepening the White River in Arkansas.

To date, \$1.7 million has already been spent on this project. To many people in Arkansas abandoning this study in favor of an expanded one to include the entire White River Basin seems to be a waste of the taxpayer's money. The Corps of Engineers has derived that there would be no negative environmental impact to the White River Refuge or to any of the two hundred and fifty-five (255) miles of river downstream from Newport. I sincerely hope that Congress can be convinced that this original study is important enough to fund to completion.

This project has tremendous economic potential for Eastern Arkansas. Year around barge service will benefit the strong agricultural and commodity market in this area. In addition, with the location of railroad lines running adjacent to the river, all types of consumer goods could be shipped in and out of this area, thus relieving a great deal of pressure on the highway system. Also, a year around barge service would be an attractive addition to the area for potential manufacturing that would need this service.

Again, this feasibility study is too important to all of Eastern Arkansas to let die before completion due to the lack of funding. Your strongest support in this effort to reinsert the \$700,000 back into the 2001 budget will be greatly appreciated. Please contact me if you need any additional information or if I can be of assistance.

Sincerely,

Randy Minton

Cc: U. S. Senator Tim Hutchinson
U. S. Senator Blanche Lincoln
State Representative Martha Shoffner

REPRESENTATIVE

Randy Minton
90 Minton Road
Fond, AR 72176-8618

Phone:
501-843-3147 Business/Residence/
FAX

DISTRICT 69

Counties:
West of Lonoke County
East of White County

COMMITTEES

Public Health, Welfare and Labor
Labor and Environment Subcommit-
tee

State Agencies and Governmental
Affairs
Constitutional Issues Subcommittee

Legislative Council



Help You Can Trust
All The Way Home

3/28/00

February 9, 2000

Nancy Hernreich
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Nancy,

I enjoyed meeting with you and Pat Caviness several months ago. Per your recommendation, Simone's application for a White House Internship has been submitted.

As discussed Nancy, my mission at HomeFree-USA is to inspire homeownership and develop greater financial success among underserved families throughout the Metropolitan Washington, DC area. **Since President Clinton is so loved by minority populations, may I ask a small favor? Would you have an inspirational message about homeownership from President Clinton that I could use in my next homeownership newsletter?** This newsletter will reach about 20,000 families, and they all would be inspired by words of encouragement from the President.

Opportunities to work on any of Secretary Cuomo's committees, I'd love to work more closely with HUD, to inspire homeownership and limit foreclosure for minorities would also be welcomed. Further, who should I contact to work on Vice President Gore's election campaign?

Again, it was wonderful meeting with you and I look forward to seeing you again in the future. Simone anxiously awaits her reply from the White House. Thank you for your suggestions, attention and support. Cheers!

Very Sincerely,

Marcia Griffin
Marcia Griffin
President

P.S. We're hoping to visit Pat and Louis in Hong Kong soon.

CORPORATE OFFICE:

318 Riggs Road N.E.

Washington, DC 20011

(202) 526-2000

FAX (202) 526-4072

00 MAR 28 PM 3:28



Marcia Griffin
Founder/President
HomeFree-USA

Education

MBA, Howard University
 BA, Fisk University

Experience

- Founder/President, HomeFree-USA
- Vice President, NLS, Inc.
- Exclusive regional distributor of successful luxury products line
- Ad Executive, Leo Burnett Agency
- International Trade Specialist, Dept. of Commerce

Accomplishments

- Creation of low-cost, high-impact resource for minority home purchase
- Forging successful relationships between mortgage and community leaders
- Improved by 30% servicing of 60,000 nonperforming loans
- Generated millions in retail sales among minority consumers
- Featured guest and speaker on marketing to minorities

Personal

- Married to James Griffin
- Four children
- Resident of Washington, D.C.
- Native of New Orleans, LA

"There exist pools of untapped, viable mortgage business within minority communities across America. These loans are attainable and profitable if you gain access to these communities and secure their trust."

"The mortgage industry for the new millennium must be able to market to diverse audiences and build lasting relationships that result in a stronger bond between homeowner and lender. Nonprofits are the primary catalyst for gaining greater homeownership opportunities for all."

—Marcia Griffin, Founder/President, **HomeFree-USA**

With more than 22 years' experience in consumer marketing, including 14 years of successful marketing in diverse minority communities, Marcia Griffin understands the different stimuli required to complete home-purchase and timely loan repayment among groups whose incomes, life-styles, goals and desires vary greatly.

As the former vice president of a mortgage-servicing firm, Marcia discovered the broad gap of unfamiliarity that greatly distances the success that is possible between the mortgage industry and underserved communities.

Combining her strong marketing talents, effective relationship building skills, and demonstrated expertise in improving nonperforming loan-servicing, Marcia launched the nonprofit, **HomeFree-USA**, to help underserved persons buy and keep the home of their dreams.

HomeFree-USA, offers the lending community a cost efficient solution to attaining new business, achieving greater market share and securing stronger community ties that result in greater profits and increased trust—for all.



Bulletin

A special industry insert of the HomeFree-USA *Welcome Mat* newsletter

HomeFree-USA is the link between mortgage industry giants and homeownership success!

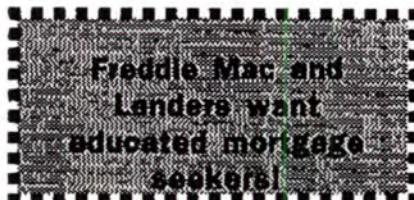
The essence of getting approved for a mortgage *sounds* easy, but knowing what to do and where to go isn't that simple for many people. HomeFree-USA can help with *both*, because we are respected mortgage professionals and have forged strong links with organizations that make it easier to become a homeowner.

For instance, thanks to our alliance with **Freddie Mac** (Federal Home Loan Mortgage Corp.), **David Andrukonis**, senior vice president and general manager of the Seller Division of Freddie Mac, recently made a rare personal appearance at a HomeFree-USA workshop on "Mortgage Ready Essentials."

Andrukonis came to our program because **Freddie Mac**, along with other leaders in the mortgage industry, share our belief that *educated homeseekers are the best possible homebuyers*. HomeFree-USA provides the education, skills and encouragement that



HomeFree-USA members listen attentively to David Andrukonis of Freddie Mac at HomeFree-USA workshop.



homebuyers need to succeed.

Freddie Mac's mission is to serve the industry by making more money available to mortgage lenders. "Our alliance with Freddie Mac provides outreach to potential buyers that ~~might~~ otherwise go untapped. These new homeowners are channelled



Leland Bensen, CEO/chairman, Freddie Mac, with HomeFree-USA President Marcia Griffin.

to mortgage lenders, who sell their loans to Freddie Mac. We are delighted to make significant gains in affordable housing with a giant like Freddie Mac" said Marcia Griffin.

PCSRC

March 16, 2000

President William J. Clinton
C/o Capricia Marshall
The White House
1600 Pennsylvania Avenue N.W.
Washington, D.C. 20005

Dear President Clinton,

It is an honor to invite you to serve as an Honorary Chair of our Major Achievement in Charters (MAC) Awards Dinner hosted by the D.C. Public Charter School Resource Center on May 24, 2000. Bob Dole has graciously agreed to serve as one of two possible Honorary Chairs, and we would be most pleased to have your support as well. Our celebration occurs shortly after the conclusion of National Charter School Week, and we would like to recognize your dedication and personal commitment to the success of charter schools.

The purpose of our MAC Awards Dinner is to celebrate the success of charter schools in the District of Columbia. The Dinner will be held at the Galleria Lafayette Centre in downtown Washington. We will honor *students* who have demonstrated significant educational improvement, *schools* with outstanding programs based on selected criteria, and *community/business members* – businessman Donald A. Brown, former Congressman Steve Gunderson, and DC Councilman Kevin Chavous – whose support of charter schools has been critical to their growth and development. We are hopeful that Mayor Williams will present the awards.

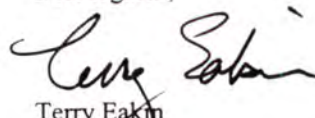
I serve as Chairman of the D.C. Public Charter School Resource Center. Our group was established in 1998 with help from the Federal City Council to support the creation of first-rate independent public charter schools and is one of many Resource Centers across the country. Enclosed is a portfolio that better describes how our D.C. Resource Center assists charter schools.

As you may know, today 27 public charter schools are operating on 31 campuses in the District of Columbia, serving nearly 7000 students or 10% of the city's public school population. Eight additional charter schools have been approved to open in September, 2000. With projected growth, we hope that 20% of all D.C. public schools students will be attending charter schools by 2002.

Of course, I am available to talk to you or your representative at any time about our Resource Center, the MAC Awards Dinner, or charter schools in D.C. We plan to print the Dinner invitations on March 24th and would like very much to include your name as Honorary Chair on them as well. Please write or call me at my office at 703-525-5565.

Please send my personal regards along to Hillary and Chelsea. Rory is doing well at Princeton, but he lost yesterday to me at golf. He's home for a few days now for Spring vacation.

Best regards,


Terry Eakin
Chairman

District of Columbia
Public Charter School
Resource Center

1111 11th Street NW

Washington, DC

20004-10200

Phone: 202-637-9011

Fax: 202-637-9012

Internet: <http://www.pcsrc.org>



Office of the Ambassador

Embassy of the United States of America

Lisbon, Portugal
March 15, 2000

[Handwritten signatures and initials: "St-H", "Nancy", "FJS"]

Ms. Nancy V. Hernreich
Deputy Assistant to the President
and Director of Oval Office Operations
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

00 MAR 28 AMB:42

Dear Nancy:

Secretary Albright has told me how much the President dislikes checklist U.S.-EU summits.

He might consider the enclosed suggestion about the summit made to the Secretary and me by Prime Minister Guterres to be of interest.

Susan and I both hope you will accompany the President in June.

Sincerely,

[Handwritten signature of Gerald S. McGowan]
Gerald S. McGowan
Ambassador

Enclosures: as stated

3-28-00
Send to NSC?
for reply Yes ☒
no ☐

cul

TH

Ame1
PSC
APO



Office of the Ambassador

Lisbon, Portugal
March 15, 2000

The President
The White House
Washington D.C. 20500

Dear Mr. President:

Susan and I are certainly looking forward to your visit to Portugal June 3-6 for the U.S.-EU summit. I doubt if you will find a more lovely country in all of Europe, and we both hope that you will be able to see more than just Lisbon while you are here.

As you may know, Secretary Albright was here last week for the EU-U.S. Ministerial. I hosted a small dinner for Prime Minister Guterres, the Foreign Minister and the Secretary. Among other things we talked extensively about the upcoming U.S.-EU summit, and it is clear that the Prime Minister is very interested in making this a non-traditional U.S.-EU summit.

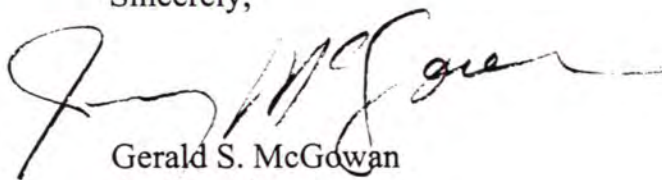
His idea was the summit should be a positive forum to discuss issues relevant to the 21st century. Some of the examples he gave were: how to deal with humanitarian interventions; how to tackle challenges of instability after a humanitarian intervention (e.g. Kosovo and East Timor); an international penal code for dealing with leaders like Milosevic; reform of the Bretton Woods institutions and/or identify a future-oriented U.S.-EU project which the French would be willing to pursue during their Presidency (e.g. cooperation on HIV/AIDS/malaria in Africa).

I think this approach could be far more interesting and relevant than the usual talking points negotiation about bananas or beef hormones. I also think because of your relationship with Mr. Guterres, divisive political and trade issues could be dealt with at the ministerial level, and the first U.S.-EU Summit of the century could focus on a positive agenda.

I believe that this penultimate summit in your Presidency would also be a good opportunity to review the progress and the accomplishments in the last eight years in the U.S.-EU relationship which by every standard is the most important relationship in the world.

We are all looking forward to your first ever visit to Portugal.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. McGowan', written in a cursive style.

Gerald S. McGowan
Ambassador

Sally Katzen

00 MAR 28 AM 8:44

Tom Kalil

BusinessWeek

A PUBLICATION OF THE MCGRAW-HILL COMPANIES

PRIVACY

Warren Buffett



Why he's
in a
slump

The Disabled



Enlisting
a new
workforce

Web Auctions

Curse
of the
winner



William J. Clinton
President of the United States
1600 Pennsylvania Ave., NW
Washington, DC 20500

ON

What

3-28-00

Send to Katzen?

Yes ☒

No ☐

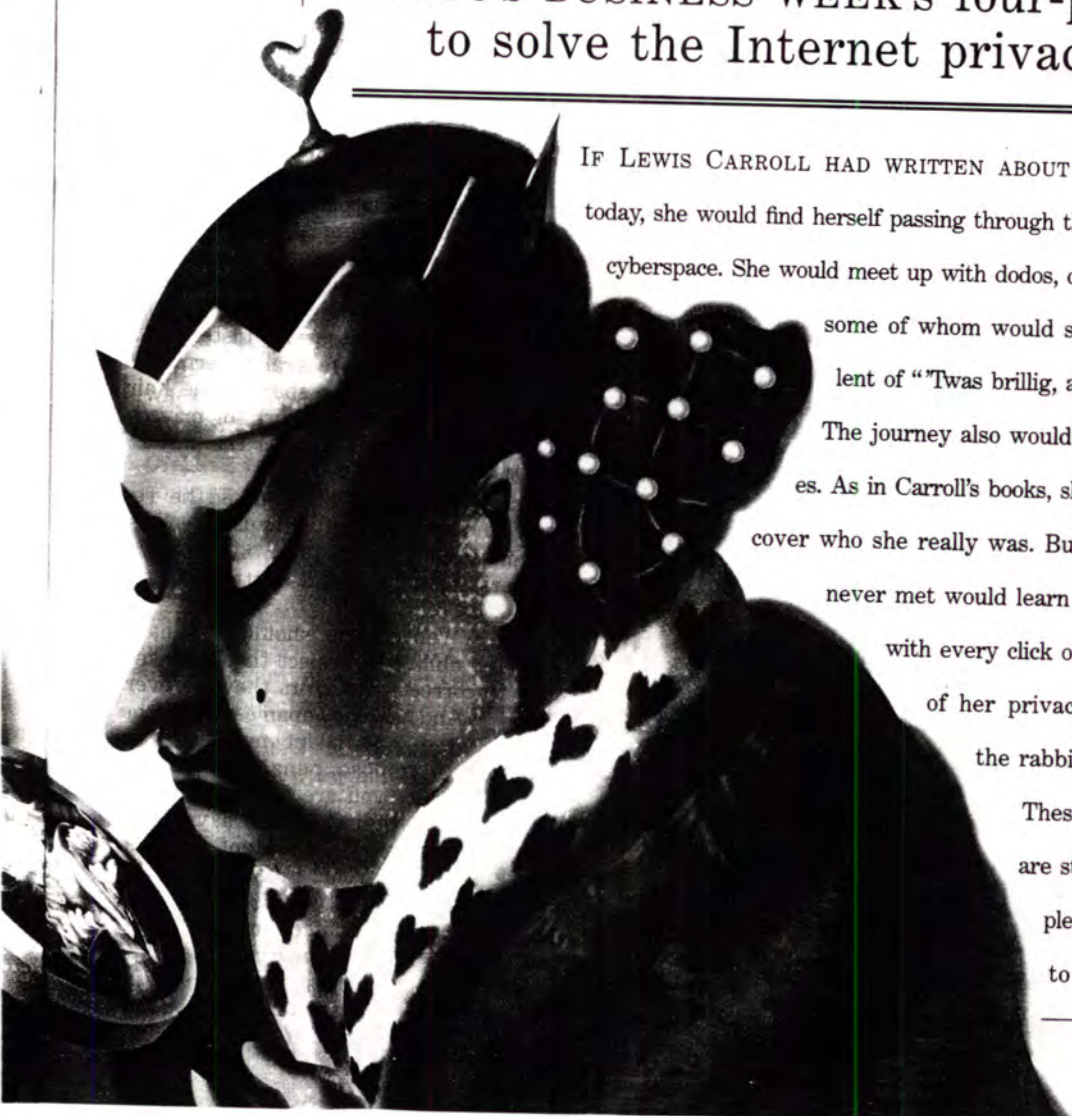
cal

e PAGE 82

IT'S TIME
for
RULES
in WONDERLAND

❖ Cover Story ❖

Here's BUSINESS WEEK's four-point plan to solve the Internet privacy mess



IF LEWIS CARROLL HAD WRITTEN ABOUT ALICE'S ADVENTURES today, she would find herself passing through the looking glass and into cyberspace. She would meet up with dodos, duchesses, and eggheads, some of whom would spout the rough equivalent of "Twas brillig, and the slithy toves...." The journey also would be full of rude surprises. As in Carroll's books, she would eventually discover who she really was. But many others she had never met would learn about her, too. Indeed, with every click of the mouse, a bit more of her privacy would vanish down the rabbit hole.

These days, a lot of people are stumbling on similar unpleasant surprises. Thanks to a string of privacy

ILLUSTRATIONS BY KITTY MEEK

gaffes involving DoubleClick, RealNetworks, Amazon.com, and other major Web sites, consumers are learning that e-commerce companies have an intense interest in their private information. For about 9¢, some medical data sites will sell you your neighbor's history of urinary tract infections. Your speeding tickets, bounced checks, and delayed child-support payments are an open book. In the background, advertising services are building profiles of where people browse, what they buy, how they think, and who they are. Hundreds of sites already are stockpiling this type of information—some to use in targeted advertising, others to sell or trade with other sites.

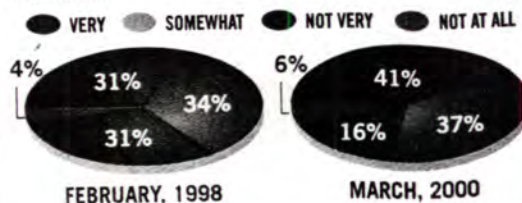
GOLD RUSH. It will get worse. The tricks being played today are child's play compared with what's coming. Web sites that want to know you better will soon be able to track your movements on Web phones, palm devices, and video games, and parse the data with more subtle software. Online services can be layered with mounds of data about each person. Interactive TVs, for instance, have the potential to correlate the Web sites you visit at work with the ads you see at home in the evening.

Web surfers don't need extra proof that this gold rush for personal data is alarming. In a new BUSINESS WEEK/Harris Poll (page 96), 92% of Net users expressed discomfort about Web sites sharing personal information with other sites. The public outcry has grown so loud that in February, search engine AltaVista Co. promised to ask explicit permission before sharing visitors' personal information with other companies. On Mar. 2, DoubleClick bowed to public pressure on a similar point: The company, which serves up ads on many Web sites, has created anonymous digital snapshots, or "profiles," of millions of cybersurfers, based on where they browse and what they do online. DoubleClick had planned to link profiles with much more specific information, including names and addresses culled from real-world databases that cover 90% of American households. The company dropped that controversial plan, and within days, smaller rival 24/7 Media Inc. abandoned a similar strategy.

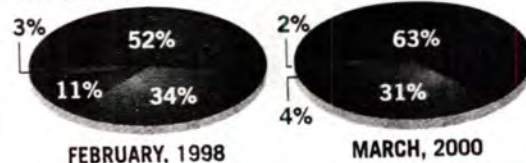
Soon cybersnoops will be able to track your use of Web phones, palm devices, and video games

A RISING TIDE OF CONCERN...

If you shop online, how concerned are you that the company will use your personal information to send you unwanted information?

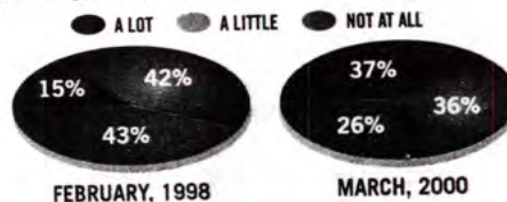


If you don't buy online, how concerned would you be that, if you did, a company would use personal information to send unwanted information?



...COULD BE ALLAYED BY GUARANTEES

If you use the Internet, to what extent would explicit guarantees of the security of personal information encourage you to buy online?



NOTE: "DON'T KNOW" AND "REFUSED" NOT INCLUDED. FULL RESULTS, PAGE 96
DATA: BUSINESS WEEK/HARRIS INTERACTIVE POLL OF 1,014 PEOPLE

Anonymous tracking and profiling by DoubleClick and 24/7 can be very subtle. But sometimes privacy violations hit you in the face. We have all heard the examples of sociopaths who stalk their victims online. We have seen the statistics on "identity theft," in which criminals suck enough personal data off the Net to impersonate other people. Perhaps these are extreme examples. Even without them, many cybersurfers are starting to feel that they have spent quite enough time at this particular Mad Tea Party. They are ready for privacy rules that set some plain and simple boundaries. In the March BUSINESS WEEK/Harris Poll, 57% of respondents said government should pass laws on how personal information is collected. "What's going on today is exponentially more threatening to those who want to protect privacy," says Eliot Spitzer, New York's state attorney general who has proposed privacy legislation. People can't make informed decisions on the Net because they lack the necessary information. "What we're confronting is a market failure," says Spitzer.

Responding to a growing chorus of privacy-related complaints, some states have drafted legislation ranging from curtailing the sale of personal information to the creation of a privacy ombudsman. But this piecemeal, state-by-state

approach is a muddle. Scattershot laws will only create more confusion. Over time, they will choke budding e-business in complex litigation and red tape.

BUSINESS WEEK believes there is a better way. Instead of a conflicting patchwork of state rules, the federal government should adopt clear privacy standards in the spirit of the Fair Information Practices—a philosophical framework for privacy protection that has been adopted worldwide over the past 25 years. The broad principles are essential:

- Companies conducting business online should be required by law to disclose clearly how they collect and use information.
- Consumers must be given control of how their data are used.
- Web surfers should also have the ability to inspect that data and to correct any errors they discover.
- And when companies break the rules, the government must have the power to impose penalties. "All of these bits you are sending out are your digital DNA," says Tara Lemmey, president of the Electronic Frontier Foundation. "You should have control of that."

Regulation flies in the face of the approach industry has been cham-



pioneering. For the past four years, Net companies have insisted that they can police themselves on privacy. "Industry initiatives and market forces are already doing a good job," says Daniel J. Jaye, co-founder of Engage Technologies Inc., which dishes up ads on the Web.

In other words, the market will punish companies that fall afoul of consumers. Bringing in the government, execs say, will pile bureaucratic layers on top of the Net. This could undercut the very promise of efficiency that many online businesses are counting on. The Internet, they say, is supposed to draw companies closer to their customers, allowing them to anticipate their desires. With profile data, they can target their ads, slash wasteful and random marketing costs, design products faster, and build higher profit margins. Profiling provides the underpinnings of a new way of doing business upon which the Net Economy is built.

Laws that require businesses to seek users' permission before they collect or use data about Web-surfing habits could kill this goose, they say. And why do that, industry execs ask, when they are making such fine strides in protecting consumer privacy? As a positive sign, Net businesses trumpet a May, 1999, Federal Trade Commission survey in which 66% of companies queried had privacy policies.

SELF-REGULATORY SHAM. We are not persuaded by these arguments. Few Web sites give consumers real choices over the data that get collected online. There is no proof that if given a choice—especially bolstered with financial incentives proffered by Web merchants—consumers won't willingly hand over some personal data. As for privacy policies, the same FTC survey showed that while more than 90% of companies polled collected personal information, fewer than 10% actually followed all of the established Fair Information Practices.

In short, self-regulation is a sham. The policies that companies have posted under pressure from the government are as vague and confusing as anything Lewis Carroll could have dreamed up. One simple example: When people register at Yahoo! Inc. for one of its services, such as My Yahoo, they are asked to provide their birth date and e-mail address—ostensibly as a safeguard if they forget their user name and need prompting. But Yahoo also uses that information for a service called the Birthday Club, sending product offers from three to five merchants to users via e-mail on their birthday.

Don't look for transparency here. Most sites don't limit how they or their partners use consumer information. And Web sites can transfer information to partners without telling their own customers. Many sites also change their practices at will and without warning.

Because privacy breaches are so corrosive to consumer trust, some Web execs actually welcome broad national standards. IBM and Walt Disney Co. have decided not to advertise on Web sites that don't have privacy policies. Privacy codes must be clearer, says Chris Larsen, CEO and founder of E-Loan Inc., an online loan service that has its privacy policies audited.

"I think the industry has squandered the opportunity to take care of this on its own," IBM Chairman Louis Gerstner doesn't go that far. But he has warned Net executives that they must get serious. "I am troubled, very troubled, by leaders who have failed to recognize our responsibility in the transformation of the new economy," he says.

We hope other Web execs are listening closely. The policies we propose are in the best interests of Web businesses. If more consumers can be assured that their personal informa-

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Because privacy
breaches are so
corrosive to
consumer trust, some
Web executives
welcome broad
national standards

◆ THE LANGUAGE of ONLINE PRIVACY ◆

COOKIES These tiny software programs keep a log of where people click, allowing sites to track customers' habits. Cookies are placed on consumers' computers when they first visit sites or use things like online calendars, personalized news services, or shopping carts.

ONLINE PROFILING By using cookies, sometimes combined with personal information, sites build profiles about what customers do or don't buy, what they look at, how much time they spend in different areas, and what ads they click on.

REFERERS Information that your Web browser passes along when you move from one site to another or use a search engine or even just send an e-mail. Referers can be collected and used to target advertising.

ADVERTISING NETWORKS The Net equivalent of ad agencies, the most famous being DoubleClick, Engage, and 24/7. They amass millions of profiles of Web surfers based on their online habits. Ads are then aimed at those most likely to buy what is being pitched.

REGISTRATIONS Anywhere you fill out personal information in order to download software, sign up for a free service, or buy something online. The data can be sold or shared with other Web sites or advertisers.

IP ADDRESS A number automatically assigned to your computer whenever you connect to the Net. The numbers are used by network computers to identify your PC so that data can be sent to you. But addresses can be used in profiling and ad targeting.

PRIVACY POLICIES Notices posted on a Web site that disclose how a company collects, uses, and shares data with partners or advertisers. These sometimes include opt-in and opt-out buttons.

OPT-IN AND OPT-OUT Privacy choices that some Web sites offer to their visitors. In opt-out situations, the site is free to gather and sell information on you unless you specifically tell it not to by clicking on a button. With opt-in, gathering or selling your data is forbidden unless you click to give permission.

PERSONALLY IDENTIFIABLE INFORMATION Your name, address, or credit card number and other details linked to your real-world identity.

THIRD-PARTY DATABASES Companies like Acxiom and Experian stockpile information such as name, address, phone number, and income on most U.S. households. Increasingly, these companies are working with Web sites and software makers.

tion is safe, more of them will flock to the Net—and click, not exit. There are other explicit benefits for the industry. Privacy standards create a level playing field, so companies don't fall into an arms war, each trying to collect the most data—at any cost. "Business will benefit from the right level of government involvement," says Nick Grouf, founder of PeoplePC, which offers cheap PCs and Net connections. "Standards are good, but they need some teeth, and this is where government becomes a good partner."

FEDERAL STANDARD. In the long term, the privacy protection that BUSINESS WEEK espouses will make life simpler for businesses on the Net. More than 20 states already are moving to enact some kind of guarantees. A minimum federal standard of online privacy would decrease the cost and complexity for companies. It also would increase trust. If businesses really want to be close to their customers, trust



Some 20 states are moving to protect Net privacy. A federal effort would cut costs and complexity

is paramount. This approach also will shrink the gap that has arisen between the U.S. and Europe, where privacy already is recognized as a right. The Europeans have stood firm, putting American companies in the peculiar position of extending greater privacy protection in Germany or France than at home.

It's time to iron out the inconsistencies. Here are our prescriptions for protecting personal privacy without jeopardizing the promise of e-commerce:

OUR FOUR-POINT PLAN

E-privacy and e-commerce can coexist. Here's how to safeguard both

1 DISPLAY YOUR PRACTICES

Privacy policies seem like very simple things. Companies put up a notice online about how they gather and use information, and it's win-win from there. Consumers get the lay of the land, and Net companies pass on to consumers the responsibility for their online privacy.

If only it were that simple. These little postings have actually been the focus of rancorous debates for years. The tricky thing is that once policies are up there for all to see, companies are legally obligated to uphold them. That's one reason sites have dragged their feet in putting them up. Or should we say down? The statements are usually buried at the bottom of the page, and seem to be drafted by life-forms on a distant planet.

It's time that policies be written for mere mortals. Not many sites do a great job of explaining how information is tracked, used, and disclosed to partners. Consider the privacy policy of search engine Ask Jeeves. The company first says it

always asks permission before providing information to partners. Yet on a regis-

tration form, the choice given to consumers is that information is shared unless you say otherwise. To confuse matters further, the policy later states that: "Ask Jeeves sometimes co-sponsors [sweepstakes and contests] with other companies, in which case the user's individual contact and demographic information is likely to be shared with participating sponsors. [The] information will not be released... without the user's consent." So which is it: Is your information automatically shared unless you go the extra step to object? Or is it kept private unless you pipe up and give the green light? When asked directly, Ask Jeeves says it depends. Depends on what? It's fine for companies to have different options, but too vague possibilities baffle consumers, rendering privacy notices useless.

One solution might be simple icons that help to navigate the policies. Like the "Information" sign that is recognized

around the world, these symbols could be standardized: a large "p" signifying "privacy policy" could be placed on the top right-hand side of the page, on a registration form, in an electronic shopping cart, or anywhere that information is collected on a site. Often it's not clear, upon registration, whether you need to locate an "opt-out" button and click on it to stop the site from sharing your information with others, or whether the site intends to ask your permission each time it wants to pass information to another site. Icons could help clarify this (page 88).

SECOND OPINION. Simple road signs on the Info Highway may seem trivial, but understanding the full measure of privacy policies is no joke. They resemble contracts. Indeed, they are generally the only privacy-related feature on sites that can actually trip a lawsuit. In January, New York District Attorney Spitzer used privacy policy violations by Chase Manhattan Bank and Sony Music Entertainment Inc.'s InfoBeat to curtail their sharing of data. "We have an obligation to define reasonable boundaries," he says. "We have to articulate what privacy rules should be and then how to enforce them."

It isn't enough to have just any old policy, though. The statements need to follow the Fair Information Practices, clearly laying out how each site addresses choice, access, and security. Policies should outline how a person's information is shared and how to limit its use. Contact numbers or e-mail addresses should be available. And the date on when the policy was last changed should be clearly stated. Web execs make a good argument when they say that it's hard to know how they will use data in the future. But they should alert consumers when the policy changes. Amazon.com, for example, says it doesn't sell or trade information now, but adds: "We may choose to do so in the future." The only notice the company says it will give is a change in its policy online.

The sharing of information is a white-hot button in the privacy debates. And for good reason. A Georgetown University survey of the privacy policies on health-care sites showed how common this is. Of 21 sites sampled, six offered assessments on health conditions that were actually run by other companies. Some companies shared names, ages, and e-mail addresses, which makes it hard for users to know who

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has their personal data or which privacy policy to rely on.

In the best of all worlds, companies should bind partners with whom they share data to their privacy policies. At the very least, they should inform consumers that they plan to transfer personal information to a partner. That way, consumers can check out the partner's privacy policy and make an informed decision about whether they want to participate.

DEFINING TERMS. It's all too vague on Yahoo's Web site. That's partly because the No. 1 site on the Net has what's known as a "universal registration," where people sign up once and are entitled to a host of different services—from e-mail to auctions to private personal calendars. But the universal registration information also ties in with other services offered through partners, such as the reservation service Travelocity provides. While details about data-sharing practices are explained on Yahoo, they are buried many clicks deep in so-called terms of service agreements, which aren't marked as privacy policies.

Some companies, such as PeoplePC and eBay, have very clear policies that give descriptions of how information could be passed to partners and naming some partners as examples. They also try to provide some level of surety. For instance, eBay Inc. says that before it provides personal information to partners, it lets users see the data it has collected. That's a step forward, but still limiting. To prevent eBay from sharing your data, you must choose not to use the service. And for those who give the O.K.? Once the information is transferred in these co-branded services, eBay says it has no control over how partners use the data.

It's crucial that these partnerships, data-gathering techniques, and customer options are spelled out, especially for Net newbies. Companies must be clear about how they de-

fine "personally identifiable information," because that description can change from site to site. Just as vital, they need to spell out the technology used to track and profile consumers. Real Networks, which overhauled its privacy policies this fall after being accused of compiling information about the musical tastes of users, has a straightforward approach. It breaks out every tracking technique it uses and explains them simply and effectively. In contrast, CBS SportsLine explains that it uses IP addresses to identify users and their shopping carts but doesn't bother to explain what an IP address is. For the record: This



DISCLOSURE

"This doesn't make any sense," she said. "You are obliged under law to spell this out more clearly"

is a trackable number assigned to your PC every time you connect to the Web.

Clearly, privacy policies are backbreakers to write. But it seems the hardest part about them for any company is coming up with a privacy philosophy that they will stick to. Once this hurdle is crossed, however, the positive impact might resonate into the brick-and-mortar world as well. Privacy policies governing credit reports, drug prescriptions, and more could follow the new model for the Internet.

❖ HOW TO DRAW *the* LINE ❖

DISPLAY YOUR PRACTICES Privacy policies should be mandatory, easy to find, and written in plain English. Companies should clearly state why they are collecting information and collect no more data than they need for that purpose. Data collected for one purpose shouldn't be used for another without consent. A simple set of icons should be developed to warn people about privacy threats.

GIVE PEOPLE A CHOICE If a business wants to collect information about a consumer's health, finances, or sexual orientation, it should ask them for permission first. This allows a Web surfer to opt-in. The same rule applies if the company wants to resell personal data or share it with advertising networks. In all other situations, users should be given the option to withhold their information by checking a prominently displayed, easy-to-understand box. This is called opt-out.

SHOW ME THE DATA Consumers must have the ability to look at and correct sensitive information, such as financial and medical data. There should also be a mechanism for double-checking a profile that combines personal information with online habits or is shared with another company. This is especially urgent when a profile triggers offensive or unwanted marketing solicitations. Web sites and marketers should share the responsibility for this.

PLAY FAIR OR PAY These rules won't enforce themselves. A broad law ensuring privacy online must be passed at a federal level. An agency, such as the FTC, would enforce and interpret the law according to the Fair Information Practices. Companies should also periodically disclose their practices in some kind of public record, such as SEC filings or trusted third-party audits.

DANGER! DANGER!

Nothing gets people's attention like a good, loud warning sign. For those who don't have the patience to burrow through privacy policies, here's a set of icons that could flag potential perils.



This site collects financial information



This site collects health information



This site transfers data to other companies



Privacy policy located here



Opt-In



Opt-Out

2 GIVE PEOPLE A CHOICE

Right now, there's only one way you can be sure that the sensitive details of your life won't spill out over the Internet: Don't log on in the first place.

Short of doing that, consumers who surf the Web do so at their own peril. There are practically no laws to stop sites from ferreting out as much personal information about you as they can get their hands on—and then turning around and selling it to the highest bidder. If an AIDS patient visits a health site to investigate the side effects of the drug AZT, that site is free to market the information to drug companies, insurers, or anyone else.

Things don't have to be this open. What is needed is a way to give consumers more control over what is collected about them and more say over how it can be used. Proposed new federal and state laws would require Web sites to allow consumers to "opt out" of a company's data-collecting and resale operations. How? The new laws would force sites to display a box, which, for example, could be checked off by AIDS patients if they didn't want health-care sites to track the screens they read, store their credit card numbers, or resell any of that information.

OPTING OPTIONS. Of course, many Web sites already let visitors opt out. But most of those opt-out boxes are buried. Some of the proposed new privacy laws, such as a Senate bill being sponsored by Ron Wyden (D-Ore.) and Conrad Burns (R-Mont.), would require every Web site to offer a clearly written, prominently displayed opt-out box. Under such bills, consumers who arrive at

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the home page of Yahoo, Amazon, or eToys, would be able to find the opt-out box right under their nose, perhaps on the upper righthand corner of their screen.

But even such prominently placed boxes might not be protection enough. Studies indicate that people who may otherwise be worried about online privacy are not going to stop their surfing long enough to read a few sentences of dense boilerplate, and then click on a box. That's why some politicians and privacy advocates are pushing even tougher protections. Rather than put the burden on consumers to opt out, they want to put the burden on companies to get Web surfers to opt in. Before a site could start collecting and selling most data, it would have to get people to check a box giving it permission to do so. A controversial Senate bill to do this has been proposed by Robert Torricelli (D-N.J.).

Industry reaction to giving consumers more choice ranges from genuine enthusiasm to hyperventilating hostility. Among critics, opt-out legislation is generally regarded as the lesser evil. But because information technology is evolving rapidly and the Internet soon will be widely available on tiny cell phones and

other devices, some online executives worry that a bulky, federally required opt-out notice might not fit. "Having laws get down to pixel counts and screen layouts won't work," says Max Metral, chief technology officer for PeoplePC.

Nonetheless, most Web executives can live with opt-out. But they are terrified of opt-in. Execs worry that many people simply won't be willing to make the extra effort that opting in requires. As proof, some cite the Children's Online Privacy Protection Act, a 1998 law that limits the collection of information about kids under 13. Among other things, COPPA requires parents to opt in, by written letter or fax to the site, before their children can use online chat rooms and message boards. Just ask Julie Richer, president of San Francisco-based cyberkids.com, a site that targets 7- to 12-year-olds. Richer says COPPA has caused message board and chat room traffic to plummet by more than 40%.

But the objections to the opt-in rule go beyond the issue of reduced traffic. Advertising revenues might also suffer under Torricelli's opt-in proposal. There would be less free information available, making it harder for companies to put together the kinds of demographic profiles that allow them to target customers more precisely. Says DoubleClick President Kevin Ryan: "The Torricelli legislation would have a very negative impact on the Internet."

There's no doubt that opt-in would hike the cost of doing

INFORMED DECISION

"Do you wish to reveal personal medical information at this site?"

he asked. "If so, this is how we'll share the

data with others"



business online. But it's not as bad as its detractors claim. For one thing, companies would be able to lure people to opt-in by offering Web surfers cash and other incentives. It also would earn the goodwill of privacy-conscious Web surfers. One convert is Gregory Miller, chief Internet strategist for MedicaLogic, a Hillsboro (Ore.) site offering online health information, and a member of the Federal Trade Commission's new advisory committee for online access and

security. His company supports opt-in on the theory that customers will be attracted to a

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site that takes privacy concerns seriously. "If you ask someone for permission to market to them, you build a loyal customer," says Miller. "It's our job to convince the consumer that it's a good idea to opt in by being truthful and showing what the benefit is." One way MedicaLogic would do this: It could persuade diabetes sufferers to surrender their personal information by offering timely updates on advances in treatment. "There are so many users out there, and the Net is growing so rapidly, that you can still get a reasonable return on your investment. People can be persuaded to opt in," says Miller.

Ideally, the best way to protect privacy on the Net is to combine the best elements of both opt-out and opt-in—as the European Union does. Opt-in methods are relatively extreme, so they should be used only for the most sensitive information—your chronic heart problems, for example, or the details of your financial holdings and your sexual preferences. And rules should be strict. No pre-checking of the opt-in box allowed. Instead, companies should be forced to describe what type of information they will be collecting

ACCESS

"I don't think you have understood me properly," she said. "Please show me the online profile that you have compiled about me"

and what they will be doing with it. Finally, opt-in also should be required before a company can resell any information about a Web surfer to a third party or share it with an ad network, since this offers few benefits to the surfer.

Apart from these extreme situations, the rule should be opt-out. Yes, it will be a pain in the neck to offer consumers this much control over how their information is used. But the bigger hurt could come from doing nothing and watching Web surfers opt out of the Internet.

③ SHOW ME THE DATA

Americans gained a precious thing from the Fair Credit Reporting Act of 1970: the right to inspect their credit records and find out why the bank turned them down on a car loan or a mortgage. No such privileges exist when it comes to online profiles, and it won't be easy to invent them. But some experts say the same kinds of tools Web sites use to track visitors could be used to provide at least a partial window into the data banks that store online profiles.

First, the downsides of doing that: The information a Web site collects is often strewn among multiple databases. Companies may not have the resources to query each one every time a surfer gets curious. What's more, the profile of your browsing habits may be based on cookie files—the bits of identifying code that Web sites deposit on your hard drive so they can monitor your comings and goings. If that's the case, those profiles may be linked only to the computer you browse from, not to your identity in the outside world. Do you really want to request access to that profile? The site would have to authenticate you. And in the process, it would acquire even more information about you than it started with. "It's clear that many systems on the Web were designed without much thought to privacy," says David M. Kristol, a member of the technical staff at Lucent Technologies Inc.'s Bell Labs. "These systems may be quite difficult to retrofit."

Hard, but not impossible. Some of these challenges seem tailor-made for smart software solutions. "If there's data in a database, it's there so that you can access it," says Lorrie Cranor, an AT&T Labs researcher who chairs a privacy working group at the World Wide Web Consortium.

Second point: If your profile—warts and all—is pegged to a string of numbers in cookie files, then, in theory, a Web site could manage your request for access by matching it to that same string. Authentication would be far from perfect, but perfection is rare in cyberspace. "We need a button we can push that says 'show me the profile you have on me,'" says personal privacy detective Richard Smith in Boston.

"That should be relatively straightforward, because they already have an account mechanism, the sign-in." And if companies refuse? People could take it to the Fair Trade Commission.

The FTC, by the way, is on the case. It established an advisory committee on online access and security that began meeting on Feb. 4. It's made up of 40 people, including lawyers, professors, industry representatives and privacy advocates. And it plans to provide recommendations to the FTC on a range of options by May 15.

Not all the modes of online behavior that come before this committee will be so terribly controversial. Few argue against letting consumers see—and correct if neces-



ENFORCEMENT

"Breaching privacy? I didn't know I was doing anything illegal," he said. "And anyway, everybody's doing it"



sary—sensitive data such as financial records and medical data. But many execs say providing access to routine info would be a costly nuisance of dubious benefit to consumers. "Do you really need to see that Banana Republic says you bought five shirts when you bought four, and do you really need to correct that?" says a lobbyist for one Web company.

But even where it's a nuisance to business, consumers should see more of what goes on behind the curtain. If you're being hounded by a

direct marketer who is convinced you are interested in sex toys, you should be able to see whose data generated this profile. The marketer will probably argue that the data are culled from too many places. But there's an easy answer to that, too: Make the marketers keep a source list. Computers excel at keeping track of such things. If they were bad at it, this privacy morass never would have happened.

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④ PLAY FAIR OR PAY

Better warnings. More choice. Access to your personal records. These things will go a long way toward protecting your privacy. But they won't be enough. After passing the broad laws that we are proposing, Congress will have to take extra steps to insure that companies honor them.

The reason: Privacy laws are unusually hard to enforce. Say, for example, that you plug information about your stock portfolio into a financial Web site but deny permission for this information to be shared. Say that the site ignores your request and sells the data to a charity anyway. Most likely, you'll never find out about the privacy breach. And even if you do, the infraction didn't cause you any economic harm. That means you wouldn't have much financial incentive to sue the offender—and you'd no doubt have a hard time getting a lawyer to take your case. "Only people with a real privacy vendetta are going to sue," says Jonathan Zittrain, executive director of Harvard University's Berkman Center for the Internet & Society.

Because enforcement is chancy, unethical Web sites will be

tempted to cheat on the rules. So, to ensure that crime does not pay, Congress will have to shell out a lot of money for privacy cops. Which agency should handle the job? Some experts have suggested creating a brand-new federal privacy commission—but that would be a political nightmare. Others have suggested a government-authorized, industry-run group such as the Internet Corporation for Assigned Names & Numbers (ICANN). This type of quasigovernmental organization would probably move faster than a typical agency, but it also would be vulnerable to becoming the pawn of the very people they're supposed to regulate.

We favor giving the job to the Federal Trade Commission, which has begun moving aggressively on the issue of Internet privacy and which already enforces the Children's Online Privacy Protection Act, the Truth in Lending Act, and the Fair Credit Reporting Act. The agency should be empowered to impose stiff penalties for violations.

PRIVATE PROTECTION. Of course, any privacy laws will need to evolve. As the Internet makes its way onto cell phones, watches, and other devices, some of the privacy rules that make sense in a world of deskbound PCs may become irrelevant. And the long-term prospect of biometric authentication—where fingerprints and retinal scans may be used as New Age passwords to Web sites—will certainly raise serious new privacy issues. Such a scheme would require nothing less than a national database of identifying biological data, raising the spectre of abuse by both outlaw hackers and Big Brother prosecutors.

Meanwhile, new technologies will certainly emerge to help consumers safeguard their own privacy. This summer may see the launch of the long-awaited P3P software standard, which will provide the means for consumers to set privacy preferences in their browsers and allow them to be automatically alerted when the Web sites they click on have privacy policies that differ from their choices. But this technology won't be a panacea. Privacy isn't just about fancy software. It's also about making sure that information is being used in the ways companies had promised. Technology won't protect people from privacy invasions. Only people can do that.

By Heather Green, Mike France, and Marcia Stepanek in New York, and Amy Borrus in Washington, D.C.

The Cover package continues with a poll on page 96



A GROWING THREAT

Cover Story

Concern is rising over privacy on the Net, with a clear majority—57%—now favoring some sort of laws regulating how personal information is collected and used. Regulation may become essential to continued growth in e-commerce, since 41% of online shoppers say they are very concerned over the use of personal information, up from 31% two years ago. Perhaps more telling, among people who go online but have not shopped there, 63% are very concerned.

MORE AND MORE NET SHOPPERS

If you go online from home, work, or another location, have you ever used the Internet, World Wide Web, or online service to purchase anything?

	MARCH, 2000	FEBRUARY, 1999	FEBRUARY, 1998	SEPTEMBER, 1997
Have purchased.....	45%	31%	23%	19%
Have not purchased.....	55%	69%	77%	81%

ONLINE BUYERS DREAD JUNK MAIL

If you have made online purchases, how concerned are you about each of these possibilities?

	VERY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED
The company you buy from uses personal information you provide to send you unwanted information				
March, 2000.....	41%	37%	16%	6%
February, 1998.....	31%	34%	31%	4%
The company or one of its employees uses your credit-card information to make purchases without your consent				
March, 2000.....	39%	31%	22%	7%
February, 1998.....	56%	25%	12%	7%
In the course of the transaction, your credit-card information is made accessible to others who might use it without consent				
March, 2000.....	42%	34%	17%	6%
February, 1998.....	56%	28%	11%	3%

NONBUYERS WORRY ABOUT PRIVACY AND FRAUD

If you go online but have not purchased anything, how concerned would you be about each of these possibilities if you were to buy anything?

	VERY CONCERNED	SOMEWHAT CONCERNED	NOT VERY CONCERNED	NOT AT ALL CONCERNED
The company you buy from uses personal information you provide to send you unwanted information				
March, 2000.....	63%	31%	4%	2%
February, 1998.....	52%	34%	11%	3%
The company or one of its employees uses your credit-card information to make purchases without your consent				
March, 2000.....	71%	18%	7%	4%
February, 1998.....	80%	12%	6%	2%
In the course of the transaction, your credit-card information is made accessible to others who might use it without consent				
March, 2000.....	76%	20%	3%	*
February, 1998.....	86%	10%	2%	1%

AN ONLINE PROFILE IS DISCOMFORTING

Some Web sites track users' personal information to match users with products and services that meet the users' needs. Other Web sites profit by sharing or selling user information to other organizations. If you use the Internet, how comfortable would you be if a Web site did the following?

	VERY COMFORTABLE	SOMEWHAT COMFORTABLE	NOT VERY COMFORTABLE	NOT AT ALL COMFORTABLE	DON'T KNOW
Tracked your movements when you browsed the site, but didn't tie that information to your name or real-world identity					
.....	9%	28%	28%	35%	*

VERY COMFORTABLE SOMEWHAT COMFORTABLE NOT VERY COMFORTABLE NOT AT ALL COMFORTABLE DON'T KNOW

Merged your browsing habits and shopping patterns into a profile that was linked to your real name and identity

.....	3%	7%	21%	68%	1%
Created a profile of you that included your real name and identity as well as additional personal information such as your income, driver's license, credit data, and medical status					
.....	3%	2%	13%	82%	0%

A PRIVACY GUARANTEE WOULD HELP

If you go online, to what extent would a policy that explicitly guarantees the security of your personal information encourage you to do the following?

	A LOT	A LITTLE	NOT AT ALL	DON'T KNOW
Use the Internet more in general				
March, 2000.....	40%	40%	19%	1%
February, 1998.....	18%	44%	38%	*
Register on that Web site, providing personal information				
March, 2000.....	30%	39%	31%	1%
February, 1998.....	12%	44%	44%	*
Purchase products or service from that company				
March, 2000.....	37%	36%	26%	1%
February, 1998.....	15%	42%	43%	0%

If privacy notices let you "opt out"—in other words, you could choose not to have your personal information collected by a particular Web site—how often would you "opt out?"

Always.....	56%
Sometimes.....	34%
Rarely.....	4%
Never.....	6%

A MAJORITY OF ALL PEOPLE POLLED FAVOR NEW LAWS

Here are three ways that the government could approach Internet privacy issues. Which one of these three do you think would be best at this stage of Internet development?

	MARCH, 2000	FEBRUARY, 1998
The government should let groups develop voluntary privacy standards, but not take action now unless real problems arise		
.....	15%	19%
The government should recommend privacy standards for the Internet, but not pass laws at this time.....	21%	23%
The government should pass laws now for how personal information can be collected and used on the Internet.....	57%	53%
None of the above.....	1%	2%
More than one of the above.....	*	0%
Don't know.....	5%	3%
Refused.....	1%	*

Telephone survey of 1,014 adults between Mar. 2 and Mar. 6 by Harris Interactive. Except where noted, don't know and refused not included. Some categories do not total 100% due to rounding.

*Less than 0.5%

BusinessWeek **ONLINE**

For more complete results and related stories, see the Mar. 20 issue of www.businessweek.com.

www.AviationNow.com

AVIATION WEEK & SPACE TECHNOLOGY

The Brain Drain
In Aerospace
PAGE 60

\$5.00 • MARCH 13, 2000 • A Publication of The McGraw-Hill Companies

Cape
Canaveral
Flies Into
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Page 54

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Yes ☒

No ☐

card

Cape Gears For New Vehicles, Launch Surge

CRAIG COVAULT/CAPE CANAVERAL

Technology upgrades and commercial potential fuel aggressive pace at historic launch site. A 50% increase in flight rate is predicted.

The rapid growth in launches for commercial and scientific space missions and the advent of major new rocket systems are forcing long overdue changes to the federal policies and hardware that govern the schedule and cost of operations at Cape Canaveral, increasingly the world's busiest launch site.

The White House National Security Council and the Office of Science and Technology Policy have just completed a sweeping interagency review of both the Cape and Vandenberg AFB, Calif., and the changes needed for these launch bases to keep pace with rising demand. The Air Force Defense Science Board also met here in late February on a fact-finding mission to help spearhead reforms.

The Cape is not about to "go commercial," however, according to the White House/interagency findings: "At this point in the evolution of the U.S. space launch bases and ranges, pursuing a radical change in management—such as transferring ownership and responsibilities for operations to a private or state entity—does not appear to be in the interest of either the U.S. government or commercial space sector." It also said, for the foreseeable future, the U.S. space launch bases and ranges must continue to satisfy critical intelligence gathering, human space launch and the testing of ballistic missiles, which together account for more than half of the total range workload. Furthermore, no commercial entity has expressed interest, willingness or a business case that would make it possible to seriously consider such alternatives in the near- to mid-term.

But the report—with input from the commercial sector and seven federal agencies—opened the door to alternative management structures that would incorporate better commercial business practices. It also called for new policy or legislation that would enable private and state investment in the Cape's infrastructure.

SUCH UPDATED POLICIES COULD make the expendable booster operations at the Cape more competitive on a business basis with facilities such as the European Arianespace launch site at Kourou, French Guiana.

"There is no busier spaceport in the world than Cape Canaveral and the Kennedy Space Center," said USAF Brig. Gen. Donald P. Pettit, commander of Air Force Space Command's 45th Space Wing. "We have to make sure it is not only the busiest, but also the most well-respected."

With a workforce of 10,564, the 45th Space Wing manages the 16,000 acres of Cape Canaveral Air Force Station (CCAFS), Patrick AFB and the U.S. Eastern Range, spanning 15 million sq. mi. of instrumented airspace critical to space launch and submarine ballistic missile testing.



Commercial operators, such as Boeing and Lockheed Martin, are responsible for their vehicles' pads and processing facilities that they lease or license from the Air Force or construct on property leased from the Air Force.

The CCAFS adjoins the 140,000 acres of the NASA Kennedy Space Center where 14,860 mostly aerospace contractor personnel process and launch the space shuttle. The three entities—USAF Eastern Range, CCAFS with its expendable booster launch facilities and the KSC shuttle facilities—form what is designated as the Cape Canaveral Spaceport.

As the Cape approaches its 50th anniversary in July, it is pushing toward an average annual flight rate of 43 missions per year, a rate expected to be maintained through about Fiscal 2008. This represents a 50% increase above the late 1990s and is about equal to the annual totals for the Russian Baikonur and Kourou launch sites combined.

The vehicle processing and booster and payload hardware flown from the Cape and KSC already total well over \$10 billion annually and involve dozens of international contractors.

In addition, a large share of the annual \$650 million the Air Force devotes to operations and maintenance at both the East and West Coast launch sites flows into the Cape and the Eastern Range. Kennedy Space Center also spends about \$1 billion annually in NASA funding on vehicle processing and facilities.

AS PART OF THE OVERALL LAUNCH surge, construction teams from across the U.S. are at work here on \$550 million in new Boeing and Lockheed Martin pad construction for the Evolved Expendable Launch Vehicle (EELV) programs. The massive \$250-million Delta IV and \$300-million Atlas V EELV facilities stand more than 300 ft. tall and are the largest pads built here since the Apollo program.

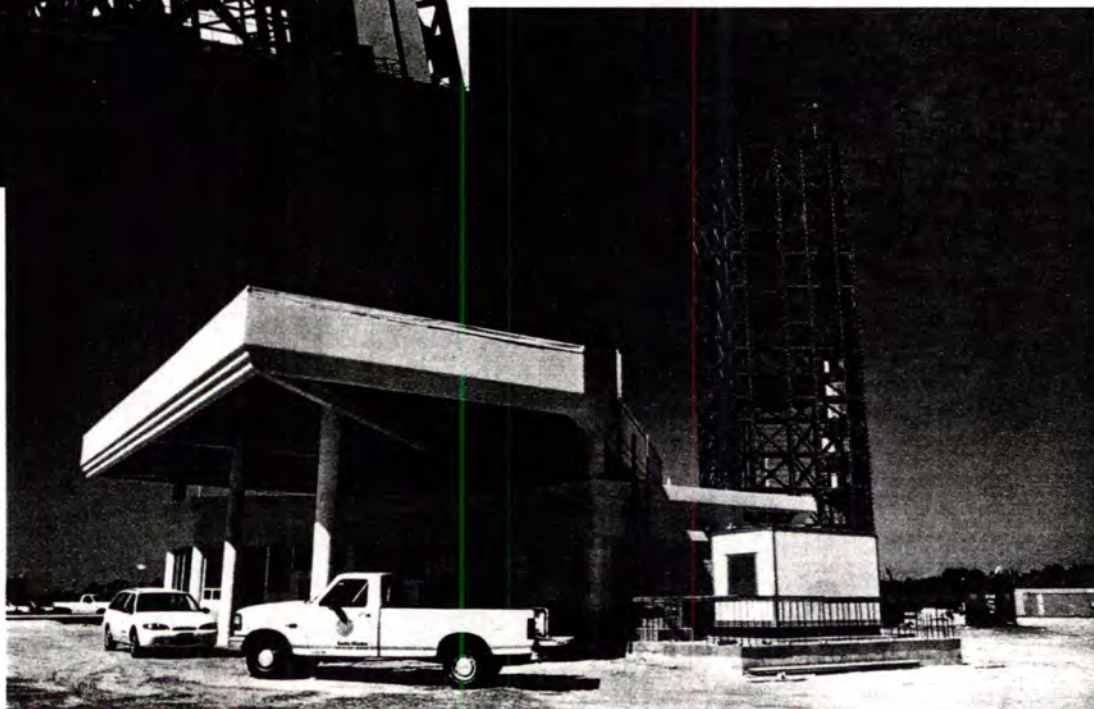
In addition to EELV, other major new users are coming to the Cape including Beal Aerospace with its 3-million-lb.-thrust BA-2 booster and NASA with its X-34 and X-37 vehicles. The basing of advanced-winged reusable launch vehicle (RLV) systems here, like the proposed X-33, are also a significant issue. As the X-programs mature, the Cape is increasingly taking on operations earlier done only at Edwards AFB, Calif.

And as the EELVs push toward their first flights, the current Atlas and Delta vehicles continue to maintain high annual flight rates with nearly a dozen missions a piece planned here in 2000. Just the existing Atlas and Delta operations annually involve about \$4.5 billion in boosters, payloads and processing here, much of it commercial.

During 2000, these operations will also include the first launch of the Atlas III with Russian engines in April, and by mid-year



The 330-ft.-tall Mobile Service Tower for Boeing Delta IV EELV rises at Complex 37 (above). First launch from the \$250-million site is set for April 2001. At right, Lockheed Martin's \$300-million EELV pad at Complex 41 has 300-ft.-tall Vertical Integration Facility where Atlas V will be stacked. First launch is set for early 2002.



CARLTON BAILE

the return to flight of the Delta III after its two earlier failures. The Titan IVB vehicle is also set to return to flight in April after three failures. The powerful Titan will continue to operate until the EELVs are proven.

Although the growth of commercial payloads and launch services are a key element in the surging flight operations, NASA Administrator Dan Goldin stressed here recently that unmanned scientific missions and shuttle/International Space Station launch operations will provide just as much growth in Cape operations.

The White House report bears that out. It found the NASA/civil missions and commercial missions will each average about 15 flights per year here through Fiscal 2008—and during five of the next eight years the NASA/civil missions are projected to actually equal or outpace the commercial ones.

MORE SPECIFICALLY, THE REPORT projected 152 commercial flights and 148 civil at the Cape through the period. So while commercial flights are growing in number and in critical importance, the NASA unmanned science and manned ISS flights will have an almost equal effect on growing flight operations and contractor R&D. The report also projects 85 Defense Dept. orbital missions—a sustained average of 8-9 per year—and 43 Navy submarine-launched ballistic missile flights, about four per year.

Launches are only the most visible part of the process. For every launch campaign the aerospace workforce and infrastructure must support about 4-5 other major test operations, such as practice countdowns with the vehicles' fueled with toxic or cryogenic propellants. Those 150-200 annual major prelaunch tests (and hundreds more smaller ones) require the same complex operations and strict safety guidelines—including advanced weather forecast and toxic gas and fluid protection support—as do actual launches. And the workload increases as launch rates grow.

Rocket and spacecraft preparation, test and launch are also extremely dynamic multielement activities that, in a given year here, will involve 600-700 schedule changes involving all of those elements—another major challenge.

But aging equipment and a tight workforce has been a

RETOOLING THE CAPE

"limiting factor in providing the flexibility" to maintain high launch rates, Pettit said.

For example, congressional cuts in previous Air Force budgets have delayed by about 10 years the overall completion of critical Range Standardization and Automation (RSA) upgrades (see p. 57). As a result, complex Range instrumentation, spread from Newfoundland to Ascension Island in the south Atlantic, is burdened with 25,000 obsolete components, Pettit said.

"THE SAME RANGE HARDWARE that launched John Glenn for the first time in 1962 is some of the same hardware that launched him the second time"—36 years later!—Pettit said. It is only through "extraordinary efforts" by experienced Range personnel that the old hardware has remained functional.

An initial \$515-million RSA Phase I/Phase IIA upgrade to this hardware involves work just completed or underway, with an additional \$200 million in upgrades in final contractor negotiation. The Phase IIA funding also supports Vandenberg upgrades where an average of 30 launches a year are forecast, nearly half of them ICBM tests. The full Cape upgrade will not be completed until at least 2006.

A significant manpower upgrade is also underway that should enable the Cape and Eastern Range by this summer to launch different vehicles on successive days after only a 24-hr. turnaround.

The current hardware and manning can support the launch of differing vehicles

only every 48 hr. This is due to the time and crew rest involved in reconfiguring critical Range safety support which differs from rocket to rocket.

The key to an immediate improvement is the hiring of 53 additional people—a new "core crew" enabling two-shift turnaround operations. This remedy has been an option for years but not funded until recently by Congress. Pettit is concerned that funding for the core crew be continued in the future.

Once the RSA upgrades are fully in place by 2006, the new hardware and core crew may allow the Cape and Range to support two different missions with only a 4-hr. turnaround—evenually using space-based vehicle monitoring with GPS and satcom equipment.

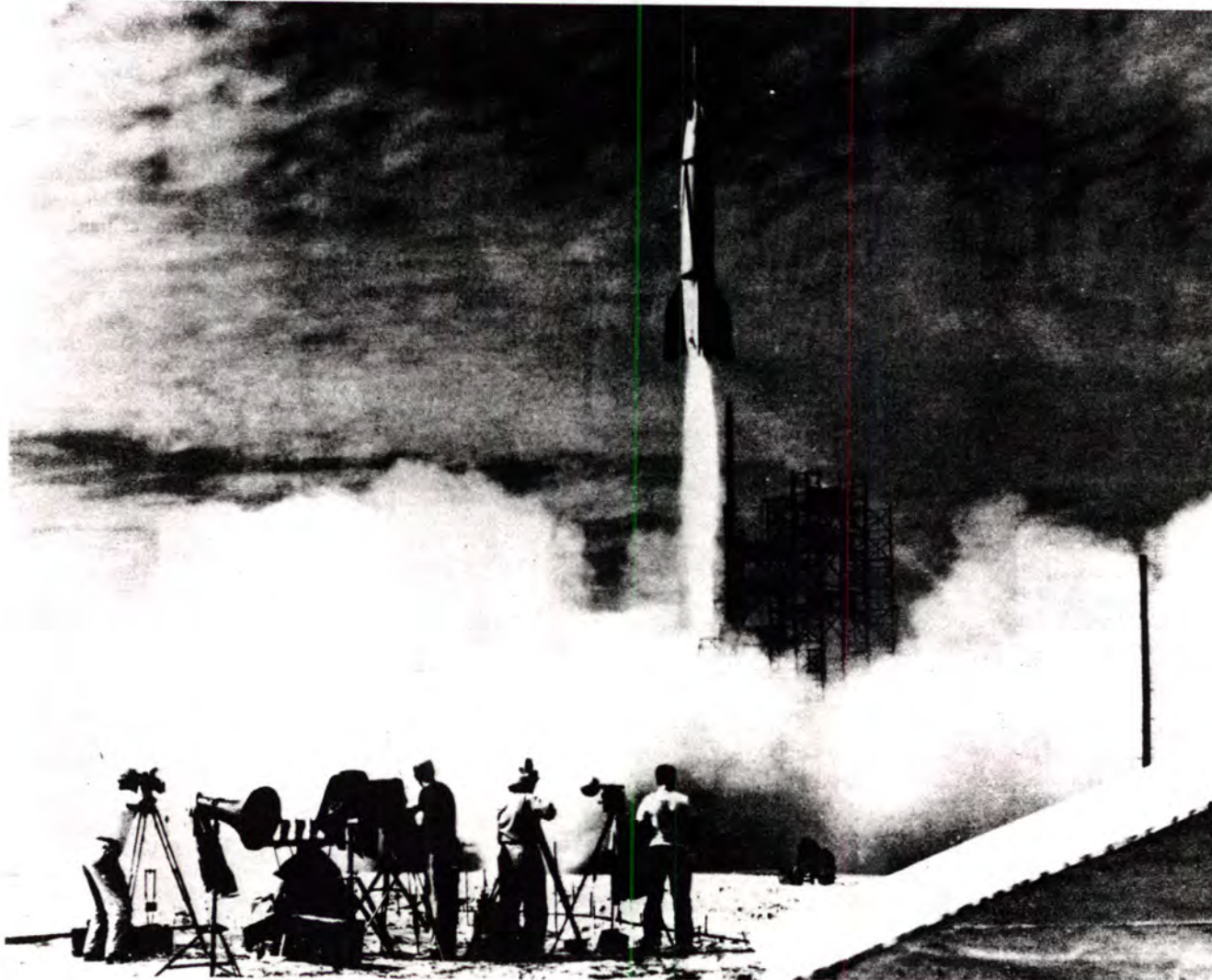
For equatorial launch trajectories, the current Range uses

multiple radar, telemetry, optical, command destruct and radio systems at the Cape. Facilities here are supported by two other highly instrumented southern Florida sites, as well as major stations on Antigua, 1,400 mi. downrange, and Ascension, 4,700 mi. south.

For northern trajectories, the Eastern Range commands radar and telemetry sites at Wallops Island, Va., and Argentia, Newfoundland, as well as an Air Force Satellite Control Network site at New Boston, N.H.

Alternate sources of funding for infrastructure are also a major issue. But national policy and legislation changes would

Historic photo shows "Bumper 8," Cape Canaveral's first launch 50 years ago. Bumper 8 was a 52,000-lb.-thrust German V-2 with an Army WAC Corporal second-stage. Note close proximity of the photographers and the pad's gantry—made from paint scaffolding. Six previous Bumpers had been launched from White Sands, N.M. The Bumper 7 rocket was to have been the Cape's first, but it misfired and was removed from the pad. Bumper 8 was then launched successfully on July 24, 1950, followed five days later by Bumper 7. Only 19 years later, the Cape launched Apollo 11 on the first manned lunar landing.



be required to "encourage, permit and maximize use of nonfederal funding sources (especially from states and spaceports) for maintenance and modernization," as cited by the White House report.

Pettit said the most penetrating questions posed recently by the Air Force board were also in that vein: "What needs to be done in the way of 'legislative release' to permit other organizations or agencies [such as the State of Florida or private enterprise] to invest in Range modernization on a sustained basis?"

The alternative funding question gets to the heart of the Range "excess capacity" provisions in existing law. These provisions are viewed by the Air Force, contractors and potential space investors, as a limitation to commercial launch activity. The provisions prohibit the Air Force from planning, programming and budgeting for the commercial sector workload at the Range.

As a result, the Air Force funds only the highest priority improvements that are keyed to meet national security needs without direct regard to commercial impact. Yet, in a Catch-22 situation, a revised USAF mission statement issued in late 1998 calls on the Wing to support commercial operations as much as it can under the law—an important addition since "commercial support" was never even in the mission statement before.

The excess capacity hang-up also ties to other federal laws which limit the amount commercial launch providers can be charged to reimburse the government. These reimbursements are limited to "direct costs" or the actual costs which can be associated unambiguously with a commercial launch.

The result is that while commercial sector launch operations are projected to account for about 40% of the launch manifest here—the commercial sector reimbursements back to the Range and U.S. taxpayers amount to only 4-5% of the annual Range budget.

"The big thing to note here is that USAF does not get reimbursed for all the commercial mission costs," said Col. Stephen J. Duresky, vice commander of the 45th. "There is a pretty big chunk of the pie that Uncle Sam is paying so that we can assure access [including commercial access] to space."

The White House report notes that while reimbursing a rather small amount, the U.S. commercial launch industry earned \$1 billion in 1998 (the latest totals available). It also notes that while federal law limits reimbursements, Lockheed Martin and Boeing are investing more than \$2 billion of their own money in the EELV programs for anticipated commercial gain from the system. Although overall Cape launch projections

Range Upgrades Critical To Growing Flight Rate

Cape Canaveral

More than \$700 million in upgrades to the U.S. Air Force Eastern Range are underway to enable more efficient operations and a 24-hr. turnaround capability between launches by mid-2000.

The effort involves a \$225-million Phase I contract that has already been completed by the Harris Corp, and a \$290-million Phase IIA program underway by Lockheed Martin and Raytheon. This contract is also helping upgrade the Western Range and includes an option for an additional \$200 million in work. The upgrades include:

- **Satcom system.** A 15 Mbits/sec. system now connects the Range Operations Control Center with Cape radars and the stations at Antigua and Ascension.
- **Fiber optic network.** Fiber optics with digital switching now route data, video and voice transmissions around the Cape.
- **Net manager.** The software package allows a central facility to control and integrate all automated communications systems.
- **Centralized telemetry.** A new suite of equipment deciphers launch telemetry and will reduce processing equipment at the Cape by 75%.
- **Planning and scheduling.** This Phase IIA system involves several elements that will enable integrated scheduling and billing of the hundreds of elements involved in range and launch operations.
- **Weather upgrades.** The IIA system will enhance the display of weather data to all range users.
- **Communications upgrades.** The IIA communications upgrades will broaden the fiber-optic connectivity and is critical to EELV operations.
- **Flight Operations Version I.** This, plus a follow-on system, will provide a major range safety monitoring and tracking upgrade.
- **GPS metric tracking.** This IIA system would enable the Range to track boosters via GPS systems mounted on the launchers.

remain high, many potential EELV payloads are moving further downstream and the Air Force is restructuring the program somewhat, especially at Vandenberg, for Lockheed Mar-

Florida Authority Key Cape Partner

Cape Canaveral

While USAF and NASA are leading formation of a new Cape strategic plan that includes the Florida Spaceport Authority, the authority itself is forming a state plan for the Cape in connection with the Florida Transportation Dept.

The aim is to have space infrastructure development viewed much like airport buildup. Spaceport Florida hopes this will enable the flow of federal transportation dollars to the Cape, much like they are funneled through state airport authorities to spur airport development.

"We want to protect our interests today and take advantage of incredible opportunities for the future," Florida Gov. Jeb Bush said at a "space summit" of state leaders here.

Key issues include how state incentives can boost commercial investment and stimulate infrastructure improvements to draw in more business and academic participation, said Rep. David Weldon (R-Fla.) whose district includes the Cape.

Spaceport Florida is also working with Kennedy Space Center to help develop a new International Space Station payload processing center and plan a new space commerce park.

The authority also recently announced it will finance \$300 million in launch infrastructure to support Lockheed Martin Atlas V EELV operations. Under the plan, the authority will own massive Launch Complex 41 and adjacent facilities and lease them back to Lockheed Martin for Atlas V missions.

RETOOLING THE CAPE

tin which has won fewer EELV launch contracts (*AW&ST* Jan. 10, p. 30).

All parties agree that "investment partnerships," such as with the Spaceport Florida state organization, could broaden the funding base for Range modernization. And that already is being done with Lockheed Martin's EELV facility (see p. 57).

The EELV program will fundamentally help shift more of the costs to the commercial operators. As part of the EELV philosophy, the government will not operate or maintain any EELV-related facilities or systems; rather, the government will purchase launch services from Boeing and Lockheed Martin. "As such, the government will use the EELV leases . . . to shift the burden for the upkeep of the EELV-related launch operations facilities onto the commercial operator," the White House report said.

"THE BEAUTY OF THE EELV IS, on the front-end of its flow, it's transparent to the user," Pettit said. The current processing and scheduled launch in April of a Titan IVB, carrying a DSP missile warning satellite, is starting a transition toward that type of operation, but through an internal USAF change in responsibilities.

Earlier the buildup of the Titan vehicle along with its Flight Readiness Review (FRR) and launch would all be the responsibility of Air Force Space Command.

But with the upcoming Titan, the depot—the Air Force Material Command acting through the Space and Missile Center (SMC) in Los Angeles—is responsible for the buildup on Launch Complex 40 here. SMC will also be responsible for the FRR. They will certify the vehicle's readiness, then turn it over to the Space Command and the 45th for a final Launch Readiness Review followed by the countdown.

The 45th Space Wing and NASA Kennedy Space Center are also building significant new relationships to smooth commercial operations and improve efficiency.

In the past, all management and contracting at the Cape and KSC were kept separate. But NASA and the Air Force and the Spaceport Florida state organization are increasingly coordinating their management operations.

The first major initiative in this new partnership is Joint Base Operations & Support Contract (JBOSC) that has a potential value of nearly \$2.2 billion over 10 years. It combines into one contract Cape and KSC facility work that had previously been carried out by 18 sep-

Raytheon heads construction on the 130-acre Delta IV EELV pad, which is further along than the Atlas V site. Workers here prepare a 250,000-gallon liquid oxygen tank.



arate NASA and USAF contracts. The newly formed Space Gateway Support (SGS) consortium, headquartered near Washington, won this major new aerospace support contract that includes Northrop Grumman Technical Services as a key element.

"People said it would fail, but it has been very successful in its first year doing things jointly for a lot less money than before," KSC Director Roy Bridges told a "space summit" meeting here on the future of the Cape that included Florida's governor, the state's two U.S. senators and members of the House from the Cape area.

Another major new joint NASA/USAF initiative is an informal partnering with Naval Ordnance Test Unit (which tests Trident missiles here), along with Spaceport Florida and Boeing and Lockheed Martin. One objective of the partnership is to turn the Cape into a "Spaceport Technology Center" to develop future launch technologies.

"THE NEXT STEP WE WANT TO TAKE is a new Joint Business Planning Office," Bridges said. The office will be a "one-stop shop" where a launch customer for either Cape or KSC facilities will be assigned a liaison to act as a single interface responsible for escorting a user through the myriad requirements and paperwork that earlier would require multiple NASA/USAF interfaces.

NASA, USAF and Spaceport Florida are also starting a two-year effort to develop a Joint Strategic Spaceport Plan that would be a road map for future commercial infrastructure development here.

"What I hope we get is a plan that will help us through the next 5, 15 or 25 years. We have launch sites and [a populated] industrial area side by side so it is becoming very congested and difficult to adapt to future launch users who want to come," he said. The master plan would

help determine what old facilities to tear down and where to put new ones—eventually even winged RLVs that would take off horizontally. Pettit said he wished such a plan had been done years ago.

Had USAF and NASA been able to better foresee how space operations would develop they would not have set up the Cape and Kennedy Space Center the way they are, he said. Nearly 50 years ago, on July 24, 1950, when Bumper 8—a modified German V-2—became the first rocket launched from Cape Canaveral, "there was no vision of how big this thing was really going to grow," Pettit said. ➤

CARLETON T. BAILE

Mrs. Strom Thurmond

March 15, 2000

'00 MAR 28 AM 8:42

Dear Mr. President,

Thank you for sending the Proclamation bearing your signature designating January as National Biotechnology Month, but even more importantly, for the emphasis you and your Administration are placing on the leadership our country needs to develop new drugs and vaccines for the dreaded diseases that plague mankind. Knowing you are preparing for a summit on vaccines and are planning to appoint a vaccine commission. I want to recommend a renowned cancer specialist, Dr. Robert Oldham, of Nashville, Tennessee, as an ideal candidate for Chairman or as a member of your vaccine commission. He is on the Board of a San Diego Company, ICC (Immune Complex Corporation) which is developing a breakthrough malaria vaccine. This malaria vaccine will be cost effective at pennies per dose for third world countries. It holds great promise in clinical trials under consideration for funding by the Melinda and Bill Gates Foundation.

Dr. Oldham's vita is enclosed. I deeply appreciate your careful consideration.

With kindest regards and best wishes,

Sincerely,

Nancy

Nancy Moore Thurmond

3-28-00

Send to Burkhart?

Yes ☒

No ☐

cc: Bob Nash
cc: leg.

cm

ROBERT K. OLDHAM, M.D.



Dr. Robert K. Oldham is an internationally recognized cancer specialist and is regarded as a leading pioneer in the development and use of biotherapy - the fourth modality in cancer treatment. He currently resides in Aiken, South Carolina, where he is the director of the Biological

Therapy Institute.

Dr. Oldham attended the University of Missouri at Columbia where his undergraduate studies were in chemical engineering and pre-medical sciences. He completed his M.D. degree in 1968. During medical school, he was awarded a PHS Student Research Fellowship and two PHS Cancer Clinical Research Fellowships. Dr. Oldham subsequently interned and did his residency in Internal Medicine at the Vanderbilt University Hospital in Nashville. He continued his education with a Medical Oncology Fellowship and graduate studies in immunology at the National Cancer Institute (NCI) in Bethesda, Maryland during 1970-1972. There he served as Clinical Associate in the Radiation Branch and in the Cellular and Tumor Immunology Section of the Laboratory of Cell Biology.

Research and active leadership in cancer treatment has been the ongoing focus of Dr. Oldham's professional life. He left the National Cancer Institute in 1972 to serve as Research Associate with Professor G. Mathe at Hospital Paul Brousse in Villejuif, France, then returned as Senior Investigator in the National Cancer Institute's Cellular and Tumor Immunology Section of the Laboratory of Immunodiagnosis during 1973-1975. From 1975-1980 he served as Associate Professor of Medicine and Associate Director of the Vanderbilt Cancer Center where he also was Founder and Director of the Division of Oncology. Dr. Oldham returned to the National Cancer Institute from 1980-1984 to serve as Associate Director of the Division of Cancer Treatment and as Founding Director of the Biological Response Modifiers Program. In 1984, Dr. Oldham established the Biological Therapy Institute (Founder and Director) in Franklin, Tennessee; the Biomedical Research Center at the University of British Columbia (Founder and Consultant); and Bio-

therapeutics Incorporated (Founder, Scientific Director and Chairman of the Board) in Nashville. Since then, he has also served as Chairman of the Board for Media America, Chairman of the Board and President of American Patient Services, Medical Director of Cancer Treatment Associates, and Chairman of the Board and CEO of Cancer Therapeutics Incorporated. In addition to Dr. Oldham's current roles with Cancer Treatment Associates, Biological Therapy Institute, and Cancer Therapeutics, he holds a Clinical Professorship of Medicine in Hematology/Oncology at the University of Missouri-Columbia and a Clinical Assistant Professorship in Internal Medicine/Oncology at the University of Kentucky. Dr. Oldham currently serves as Medical Director and Vice President for Business Development for CBA Research in Lexington, Kentucky.

Dr. Oldham has received several NCI clinical group appointments including the Lung Cancer and Southeastern Oncology Study Groups. He was the Founder and President of the Society for Biological Therapy and was Founder and Chairman of the Cancer Biotherapy Study Group. He has also acted as consultant to various companies in the US and abroad such as Gen-Cell (Rhône-Poulenc), Jenner Technologies, Cancer Treatment Centers of America, as well as Wellcome Biotechnology Ltd. and Amersham Corporation in England. More recently, he has been a senior consultant with the American Red Cross and Maxim Pharmaceuticals. Dr. Oldham is the founder and has served as editor-in-chief of three medical journals: *Cancer Biotherapy* (now *Cancer Biotherapy & Radiopharmaceuticals*), *Molecular Biotherapy*, and *Journal of Biological Response Modifiers* (now *Journal of Immunotherapy*). He has also served on the editorial boards of three additional journals. He is the editor of *Principles of Cancer Biotherapy* - the first comprehensive textbook on the fourth modality of cancer treatment and has authored or edited thirteen books on cancer treatment and research. Additionally, he has contributed over 400 papers to the medical/scientific literature and has presented thousands of abstracts, posters, and lectures at various meetings on cancer research and treatment. Dr. Oldham has received many awards and honors and holds or has held membership and/or office in 19 professional societies.

Withdrawal/Redaction Sheet

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Tuesday, March 28, 2000

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- 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.

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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]

Revised 11/12/99

CURRICULUM VITA

Name: Robert K. Oldham, M.D.

Address: 100 Covey Drive, Suite 111
Franklin, TN 37067
615/790-7535 (Office)
615/794-9110 (Fax)

133 Laurens Street
Aiken, SC 29801
803/641-7411 (Office)
803/642-4141 (Home)
803/642-9010 (Fax)

Social Security #:

(b)(6)

Date/Place of Birth:

Marital Status: Divorced
5 Sons

College: University of Missouri, Columbia, MO
Chemical Engineering
Pre-Medical Sciences

Medical School: 1968, Medical Degree
University of Missouri
Columbia, Missouri

Graduate Training: 1970-1971 Immunology
NIH Graduate Program

Professional Employment:

1996 - Present Medical Director
CBA Research, Inc.
600 Perimeter Drive
Lexington, KY 40517

1997 - Present Member, Board of Directors
Immune Complex Corporation
3347 Industrial Court
San Diego, CA 92121

1997 - Present Medical Director
Lifestar Financial, LLC
238 Fourth Ave., N., Suite 401
Nashville, TN 37219

Business Synopsis:

Senior Management Team
Reports to CEO.

Senior Management Team
Reports to CEO.

Senior Management Team
Reports to CEO.

Professional Employment (Continued)

1991 - Present	Chairman of the Board and CEO Cancer Therapeutics, Inc. 100 Covey Drive, Suite 111 Franklin, TN 37067
1992 - Present	Chairman of the Board, Medical Director Cancer Treatment Associates 100 Covey Drive, Suite 111 Franklin, TN 37067
1984 - Present	Founder and Director Biological Therapy Institute 100 Covey Drive, Suite 111 Franklin, TN 37067
1994 - Present	Clinical Professor of Medicine Hematology/Oncology University of Missouri Columbia, Missouri 65212
1997 - Present	Clinical Assistant Professor Internal Medicine/Oncology University of Kentucky Lexington, KY 40504
1996 - 1997	Vice President, Medical Affairs HealthLine Management, Inc. 1509 Washington Avenue, Suite 800 St. Louis, MO 63103-1803
1986 -1996	Chairman of the Board Media America 357 Riverside Drive Franklin, TN 37064
1984 - 1990	Founder, Scientific Director and Chairman of the Board Biotherapeutics, Inc. (NASDAQ Company Now Response Oncology, Inc.) Memphis, TN 38117

Business Synopsis:

Raised \$2.7M private capital
To start the company in 1991.
Annual revenue of more than
\$300,000 in 1996 -1999.

Raised \$800,000 private
capital to start predecessor
company. Grew company
from one person to more than
10 with annual revenues in
excess of \$1.5M in 1996 &
\$1.2M in 1997 & 1998.

Committed more than \$1.5 M
personal capital to initiate and
develop this non-profit
Institute.

Senior Management Team
Reported to CEO.

Media America publishes
Cope and *Coping* magazines
and produces National
Cancer Survivors Day. Sold
In 1996 for \$650,000.

Raised \$3.0 M private capital
to initiate this company then
raised \$37 M public capital
taking Biotherapeutics to the
American Stock Exchange in
1987. Grew company from
one person to more than 200
employees and \$7.0 M in
annual revenue.

Professional Employment (Continued)

1984 - 1986	Founder and Consultant Biomedical Research Center University of British Columbia Vancouver, British Columbia V6T 2B5
1980 - 1984	Founding Director Biological Response Modifiers Program Associate Director Division of Cancer Treatment National Cancer Institute Frederick, Maryland 21701
1975 - 1980	Founder and Director, Division of Oncology Associate Professor of Medicine Associate Director, Cancer Center Vanderbilt University Medical Center Nashville, TN 37232
1974 - 1975	Senior Investigator Laboratory of Immunodiagnosis National Cancer Institute Bethesda, Maryland 20205
1973 - 1974	Senior Investigator Cellular and Tumor Immunology Section Laboratory of Cell Biology National Cancer Institute Bethesda, Maryland 20205
1972 - 1973	Research Associate with Professor G. Mathe ICIG - Hospital Paul Brousse Villejuif, France
1971 - 1972	Clinical Associate Cellular and Tumor Immunology Section Laboratory of Cell Biology National Cancer Institute Bethesda, Maryland 20205

Business Synopsis:

Developed business relationship with Wellcome Pharmaceuticals to fund and initiate this research center.

Founded this NCI program with an annual budget of \$14.0 M and grew the program from one person to 200 people with an annual budget in excess of \$20.0 M.

Founded this program with \$100,000 of Vanderbilt investment to a program growing from one person to 35 individuals and an annual budget in excess of \$3.0 M by 1980.

Professional Employment Cont:

1970 - 1971	Clinical Associate Radiation Branch National Cancer Institute Bethesda, Maryland 20205
1968 - 1970	Intern and Resident Internal Medicine Vanderbilt University Hospital Nashville, Tennessee 37205

Clinical Group Appointments:

1976 - 1980	Principal Investigator - Vanderbilt Southeastern Oncology Study Group (NCI)
1978 - 1980	Principal Investigator - Vanderbilt Lung Cancer Study Group (NCI)
1986 - 1990	Founder and Group Chairman - National Biotherapy Study Group
1986-Present	Principal Investigator - Biological Therapy Institute - National Biotherapy Study Group (Now Cancer Biotherapy Research Group)

Fellowship Experience:

1970 - 1972	Medical Oncology Fellowship, National Cancer Institute - Bethesda, Maryland
1967	PHS Cancer Clinical Fellowship, Lemuel Shattuck Hospital-Jamaica Plain - Boston, Massachusetts
1967	PHS Cancer Clinical Fellowship, Ellis Fischel Cancer Hospital - Columbia, Missouri
1965	PHS Student Research Fellowship, University of Missouri Medical School - Columbia, Missouri

Honors, Awards and Societies:

1967	Alpha Omega Alpha
1970	Diplomat, National Board of Medical Examiners
1975	Diplomat, American Board of Internal Medicine
1975	Diplomat, Medical Oncology, American Board of Internal Medicine
1976	American Association of Immunologists
1976	International Society for Experimental Hematology
1976	Williamson County Medical Society
1977	Southern Medical Association
1977	American Federation for Clinical Research
1977	American Society for Clinical Oncology
1978	American College of Physicians, Fellow
1979	Southern Society for Clinical Investigation
1982	American Osler Society
1984	Society for Biological Therapy, Founder President - May 1984 to November 1986
1984	Reticuloendothelial Society
1986	National Biotherapy Study Group, Founder Group Chairman - 1986 to 1990
1990	Association of Community Cancer Centers
1994	International Cytokine Society
1994	The American Association of Bioethics

Licensure:

Tennessee, Missouri and Georgia (active)
Maryland (inactive)

Consultant:

- 1999 - Present Senior Consultant, American Red Cross
- 1989 - Present Nycomed-Amersham
Buckinghamshire, England
- 1984 - 1986 Wellcome Biotechnology Ltd.
Kent, England
- 1991 - 1996 Cancer Treatment Centers of America
Zion, Illinois
- 1994 - 1996 Applied Immune Sciences (GenCell)
Santa Clara, California 95054
- 1996- 1999 Jenner Biotherapies
San Ramone, CA 95054

Editorial Boards:

- 1992 - Present Cancer Biotherapy, Founder, (now Cancer Biotherapy & Radiopharmaceuticals) Co-Editor-in-Chief
- 1990 - Present In Vivo, Editorial Board
Natural Immunity and Cell Growth Regulation, Editorial Board
- 1988 - 1992 Molecular Biotherapy, Founder and Editor-in-Chief
- 1982 - 1989 Journal of Biological Response Modifiers (now Journal of Immunotherapy) Founder and Editor-in-Chief
- 1982 - 1985 Cancer Immunology and Immunotherapy, Editorial Board

Major Research Interests:

Cancer Biotherapy
Cellular Therapy of Cancer
Biologicals and Biological Response Modifiers
Investigative Trials in Clinical Oncology
Monoclonal Antibodies & Immunoconjugates in Cancer Treatment
In Vitro Assays in Tumor Immunology
Privatization of Cancer Research
Cost-effective Clinical Care

Major Accomplishments (Curriculum Vitae # - over 400 published papers)

Discovery of Natural Killer Cells

(#8, 9, 27, 28, 31, 46, 47, 56, 90, 92, 121, 157 323)

Development of improved therapy for small cell lung cancer

(#66, 69, 78, 80, 85, 95, 103, 105, 108, 124, 177)

Development of improved therapy for ovarian cancer

(#99, 102, 125)

Development of improved methods in detecting and treating extragonadal germ cell tumors and other poorly differentiated tumors

(#22, 87, 93, 122, 123, 227, 228; 5-Book)

Use of cryopreserved cells for standardized immunological testing

(#37, 38, 40, 41, 45, 49, 52, 120)

Cancer Biotherapy: first to use the term to describe a fourth modality of cancer treatment

(#109, 114, 119, 128, 129, 134, 137, 139, 141, 146, 151 153, 154, 161, 169, 173, 174, 175, 176, 179, 181, 183, 184, 188, 193, 197, 204, 206, 212, 225, 240, 249, 250, 184, 188, 193, 197, 204, 206, 212, 225, 240, 249, 250, 252, 260, 261, 262, 264, 265, 266, 267, 301, 302, 314, 319, 322, 324, 325; 332, 333, 338, 339, 340, 343, 344, 346, 349, 356, 357, 358, 360, 361, 362, 363, 10 Books)

Monoclonal antibodies and immunoconjugates in cancer treatment: Did groundbreaking experiments with toxin, drug and isotope conjugates

(#125, 126, 140, 143, 144, 145, 150, 152, 155, 156, 159, 160, 165, 180, 181, 182, 185, 187, 195, 196, 198, 199, 206, 218, 223, 224, 235, 238, 241, 244, 246, 247, 248, 251, 253, 254, 263, 278, 279, 285, 286, 287, 288, 291, 306, 307, 310, 311, 318, 325, 327, 342, 347)

Cytokine and Cellular Therapy: Conducted some of initial clinical experiments with IL-2 in LAK and T cell therapy

(#249, 255, 259, 281, 290, 294, 295, 298, 301, 302, 309, 311, 314, 322, 324, 332, 333, 349, 356, 357, 358, 361, 362)

Individualized Cancer Treatment: Conducted specific laboratory and clinical experiments demonstrating that each cancer in each patient has unique characteristics which may require unique, individualized treatment

(#267, 279, 285- 288, 291, 306, 307, 310, 318, 325, 327, 342, 347)

Privatization of Cancer Research: Brought attention to clinical research opportunities in the private sector. Published widely on problems of access to new technologies and the funding of clinical research.

(#134, 205, 206, 207, 231, 236, 245, 256, 257, 268, 269, 282, 284, 289, 293, 308, 312, 316, 317, 319, 321, 325, 326, 330, 331, 334, 335, 350, 352, 353, 354, 355, 358, 359, 364, 11-Books)

Publications

Over 400 papers published in the medical/scientific literature

Thousands of abstracts, posters and presentations at various meetings on cancer research and treatment

Editor of Principles of Cancer Biotherapy, the first comprehensive textbook on the fourth modality of cancer treatment (Now in Third Edition, 1997 - Kluwer Academic Publishers).

Editor of Principles of Cancer Biotherapy: First Edition, 1987, Raven Press
Second Edition, 1991, Marcel Dekker

Founding Editor of Cancer Biotherapy, (now Cancer Biotherapy & Radiopharmaceuticals), Molecular Biotherapy and the Journal of Biological Response Modifiers (now Journal of Immunotherapy).

Author or editor of thirteen books on cancer research and treatment



The Deputy Secretary of
Veterans Affairs
Washington DC 20420

[Signature]
3-16-00

Nancy -

I thought the President
might like to see this article
and my response to it.
Nobody gets a "free shot" at
our record.

Hershel



3/28/00

Send to Burkhardt?

Yes ☒
no ☐

BC
SIG

Card

VFW leader says veterans should be key election issue

Saturday, February 26, 2000

By Ann Belser, Pittsburgh Post-Gazette Staff Writer

In John W. Smart's 21st speech over six days, he asked Pennsylvania members of the Veterans of Foreign Wars to get active in politics and demand that candidates help veterans.

John W. Smart, left, national commander-in-chief of the Veterans of Foreign Wars, chats yesterday with Charles Berrie, commander of West View Post 2754. (Darrell Sapp, Post-Gazette)

Smart, the national commander-in-chief of the Veterans of Foreign Wars, has now also spoken to three of the front-running presidential candidates -- Republicans Gov. George W. Bush and U.S. Sen. John McCain and Democrat Vice President Al Gore -- and while he said the bylaws of the VFW prohibit him from supporting any presidential candidates, he used those meetings to push veterans' issues.

He has used his speeches over the past week, like the one he delivered at post 2754 in West View, to do the same.

"We have an administration that has failed to keep its commitment to the veterans of this country for seven years," Smart said.

Smart said the Veterans Administration budget has been cut back so far that veterans who file a claim for disability compensation have to wait 200 days for that claim to be processed, and if the VA denies them the benefits, it will take more than a year and a half for their appeal to be heard. He said he has spent time with the men and women who are serving today and that while they are deployed to foreign countries, their families at home have to buy groceries with food stamps because they are not paid enough to eat. Others complained to him that debt collectors have come knocking on their doors because the military's health insurance would not cover medical procedures that someone in their family needed.

He complained about veterans who served their country having to wait 10 weeks to be seen by a doctor and eight months for surgery because the VA hospitals were too underfunded to give them timely service.

"I don't care if you're a Democrat, a Republican or an independent," he said. He said it was important that when candidates come seeking votes, VFW members go to those town hall meetings wearing their VFW caps and jackets and push for them to address veterans issues.

He said if politicians are going to wrap themselves in the flag, "the least they can do is support the men and women who defended it."

THE DEPUTY SECRETARY OF VETERANS AFFAIRS
WASHINGTON

March 15, 2000

Mr. John Smart
National Commander in Chief
The Veterans of Foreign Wars of the United States
406 West 34th Street
Kansas City, MO 64111

Dear John:

I have read with some interest press coverage of your comments about VA. I have no reason to believe you were misquoted, so I feel I must respond.

In an article published in the *Pittsburgh Post-Gazette* you are quoted as saying that for the past seven years this administration has done nothing for veterans. John, you know that is untrue, because the Veterans of Foreign Wars (VFW) was involved with us from the very beginning to ensure that veterans did get attention. Your organization's contributions to this Administration from our first day here in 1993 were invaluable.

As you know, one of the first decisions we made in 1993 was to be sure that veterans and the organizations that represent them are at the table on every decision we make. Not one single proposed new rule or regulation was ever published before you and other leaders had a chance to provide input from the beginning. In addition, the comments received during the required public comment period were reviewed and seriously considered. Never in my memory have veterans service organizations (VSOs) had such opportunity to affect policy decisions.

I cannot even begin to guess the number of times the senior leadership of this Department has gone to large and small veterans meetings to actively discuss issues with veterans. Real issues were covered in these meetings, and as a result, we have been able to generate the kind of no-nonsense approach to veterans care and benefits that should have been here before we arrived. That will be one of our legacies, and I, for one, am proud of it. You should be too.

Remember, John, when this administration started, we were dealing with an aging system that was in serious jeopardy of collapsing on itself. We knew then that some things had to change, and we set about to change them.

First, we sought ways to create more places for veterans to receive health care. We also looked to change the way we delivered health care and offer care to more veterans. Skeptics said we couldn't do it, but the facts speak for themselves.

Today there are more than 1,200 places where veterans can go for VA health care. More will come on line in the years to come. Not only have we provided more sites for care, we are providing care for more veterans than ever in VA's history.

And, not only are there more places for more veterans to receive care, we've also made huge steps to ensure that the quality of care is the best anywhere. We've succeeded, too. Last year, veterans were surveyed for the American Customer Satisfaction Index; a rating produced four times a year for private-sector firms by the University of Michigan. Working with the consulting firm of Arthur Andersen, this index found that the quality of service received from the Veterans Health Administration not only exceeded veterans' expectations, the results were better than those found in the private sector. On a 100-point scale for customer service, VA scored a 79. The average score for private-sector hospitals was 70. We are not satisfied with those numbers, and we are confident that the scores will continue to improve for VA.

VA is setting the national standard for quality of care and patient safety. The rest of the medical world looks to us for innovations in cutting down on health care errors. They look to us because we are the leaders in ensuring the best possible care for the men and women who come to us for their medical needs.

We all remember the foolish rules under which VA operated for generations. Those rules would not let us give a veteran a pair of crutches unless he or she spent the night in a medical center. Through legislation we've dumped that silliness and replaced it with quality care that addresses veterans' needs.

Here are the numbers:

- In 1992, we treated 2,744,019 individual veterans;
- In 1999, we treated 3,610,030;

- In 1992, we had more than 1 million episodes of inpatient treatment;
- In 1999, that number dropped to just over 750,000; (that is a good thing)
- In 1992, we had more than 25 million outpatient episodes;
- In 1999, that number grew to 37,800,000 (including nearly 800,000 home health visits);
- In 1992, VA operated 362 outpatient clinics;
- In 1999, we had 519, and more are on line for this year;
- Our health care budget in FY 93 was \$14,642,723,000;
- The President has requested \$20.9 billion for FY 2001;

What is important is that for the first time in over a decade we offer health care to *all* veterans. And the medical professionals decide the care that veterans need.

Never before in history have VSOs had the access to the President, the Vice President and the White House staff. This President has hosted veterans leaders for breakfast at the White House every Memorial Day and Veterans Day since assuming office. This, too, is a first for any President.

This President is the only commander-in-chief to demonstrate his appreciation and respect for the men and women in uniform and the service and sacrifices of America's veterans by delivering the keynote address at Arlington National Cemetery each Memorial Day and Veterans Day since he has been in office.

Shortly after assuming office in January 1993, the President asked me to lead a Presidential delegation to Vietnam, Laos, and Cambodia to seek resolution of the prisoner of war/missing in action issue. This President included, for the first time ever, representatives of the major veterans organizations as part of this delegation. As you are aware the VFW was part of the 1993 and subsequent delegations.

President Clinton and Vice President Gore have on several occasions met with the VSOs to discuss their concerns and budget issues. The meeting in which the VFW participated in 1999 resulted in the President and Vice President requesting an increase of one billion dollars for the VA's 2000 budget. Responsive? You bet.

In the area of Agent Orange, when this administration came into office only 3 illnesses were recognized as being related to service in Vietnam. Now 12 are presumed to be related to Agent Orange exposure or service in Vietnam. For the first time in history, VA is providing benefits to the children of Vietnam veterans who are suffering from Spina Bifida.

When the administration took office, VA and the veterans' community were only beginning to recognize the health consequences of the exposure to cold weather that our Korean War veterans faced. Now, both our health-care professionals and our benefits counselors have been trained in cold weather injuries. They are featured in our continuing medical education program. We have revised our ratings schedule and our procedure manuals.

Since the administration took office, VA adjudicators have been given the authority to service-connect any cancer in an atomic veteran, although we still keep a list of cancers that are officially presumed to have been caused by exposure to ionizing radiation on active duty. VA has service-connected more than 2,000 veterans with illnesses that the veterans said are the results of radiation exposure. Nearly 10,000 atomic veterans have been granted service-connection for some condition (not necessarily conditions related to their exposure).

Per Diem for State Veterans Homes was 24 percent of the cost of care in 1993. Now it's about one third.

When we started in 1993, we saw that the backlog of veterans disability claims was staggering – and inexcusable. When we looked at the published numbers, we discovered that they were worse than anyone thought, and we set out to correct this problem.

Today, in the face of a shrinking veterans population, and in an atmosphere which includes judicial review to an increasing extent, more veterans than ever in the history of VA as a cabinet department or independent agency are receiving disability benefits for more conditions. You and your colleagues have done your jobs well. Veterans who used to come to us with one or two

claimed conditions are coming with dozens. Each one of those claims has to be addressed carefully and thoughtfully.

Can we do better at the Veterans Benefits Administration (VBA)? You bet we can, and we are doing better. There is more accountability than ever, standards are stricter than ever, and we have appropriations to hire more claims adjudicators to drive down the backlog. I know you won't be happy until that backlog is eliminated. Neither will I, and neither will the outstanding professionals we have at VBA. The point is, we recognize the problems and are taking them on, using real data.

One thing we are doing better is helping separating service members at the time of their discharge. We are expanding a program we began to inform the people who are leaving the military about their rights and benefits. This year we are sending personnel to U.S. bases in Europe and Asia to provide transition assistance services to active duty military personnel leaving the service. That not only helps them. It also helps us decrease the time it takes to process veterans' benefits.

I don't need to tell you about the unprecedented expansion of our national cemetery program, and the 100% grants for state veterans cemeteries which this administration proposed. Not since the days of Lincoln has the government paid more attention to the veterans who are leaving us in alarming numbers every day. In the next few months, we will open a national cemetery in Dallas and outside Cleveland. They will be added to new national cemeteries in Washington State, Illinois and New York. Plans are moving forward for a possible half dozen more cemeteries around the country.

Since 1993, we have awarded \$41 million in grants for the state cemetery grants program. We are likely to award another \$15 million this year. The grants now pay for 100 percent of the cost of construction of state veterans cemeteries. If you want to look at a comparison, in 1993 VA provided \$665,759 in state grants for cemeteries. In 1999, we provided \$7.1 million for this important and efficient program. For the current fiscal year, we have more than \$9 million in pending awards. We're holding up our end, and continuing a constructive relationship with states to provide veterans cemeteries.

VA was an active participant in the coalition that restored military honors at funerals for veterans. When veterans die, they deserve the honor and respect we are now giving them, and I am proud to be working with the Department of Defense to guarantee that promise.

Page 6
Mr. John Smart

Before 1993, there was no Homeless Grants and Per Diem program at VA. The fiscal year before we came to office VA budgeted \$33 million for homeless veterans programs. Those program funds were generally spent for internal programs and were not as effective as our new efforts to work with community service providers. In fact, the VFW was one of the first organizations to work with us to find a new way to help homeless veterans, and we listened.

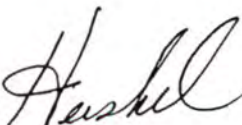
For the current fiscal year we have identified spending of more than \$150 million on all of VA's homeless programs, including \$31 million for the grants and per diem program alone. We provide matching funds to local homeless providers for local projects, because they know better than we do what their needs are.

Of course, John, not everything is perfect at VA. We will work until the last day of this administration to make things better. One thing we will not succumb to is what one VA official referred to as the "tyranny of anecdotes." Regardless of how we deliver health care, benefits and burials, there will always be someone who is unhappy. I am proud to say that those situations are the exceptions rather than the rule. Furthermore, when we find instances of poor service or poor quality, we move to correct them.

As someone who continues to believe that the best ideas often come from our employees and from outside VA, I promise that I will continue to involve the leaders of all veterans service organizations in VA's operation. It has worked for us since 1993, and it will work for us in the future. As long as we all work in a constructive non-partisan manner for the veterans we serve, those veterans will continue to benefit.

In closing, think back before we came to Washington. Ask the question: Are veterans better off now than they were seven years ago. Even a harsh critic has to answer a resounding "yes."

Sincerely,



Hershel W. Gober

*Theresa
SOD*

'00 MAR 28 AM 8:42

President Bill Clinton
The White House
Washington D.C.

Dear Mr. President:

My name is Rachel Williams, I am a New Zealander and have been married to Steve Williams, who is an American citizen for 5 years. We have 2 children, Emily 3 and Andrew 9 months. Patty Clary is a close friend of mine and suggested I write to you to ask for your help.

All my family except myself are American citizens, I have been working under an H1B visa until February 1999, when my husband petitioned the Immigration & Naturalisation Service, Memphis, TN to sponsor me for the green card and eventual citizenship.

Unfortunately, to date, we have had no communication from the INS that my petition is even in process. As of 03/25/2000, my employment authorisation expires, I have been attempting since December 1999 to receive the renewal application, I finally received it two weeks ago and mailed it certified mail. If I have not received word from the INS I will be unable to work. Not only will this make it difficult for my family, I am an Occupational Therapist and there is no replacement for me and my patients will suffer.

I have resided in Magnolia, Arkansas for 7 1/2 years and consider it my home. I am proud and honored to be able to live and work in this country and desire to do so permanently.

I would appreciate any assistance you could give to enable me to become a citizen of this country.

Yours Sincerely

R Williams

Rachel Williams
2422 Belair
Magnolia, Ar, 71753
(870)234-4540 Home
(870)234-1361 Work

3-28-00

Send to Burkhardt?

Yes ☒

No ☐

aw

AMERICAN HOM
FTV
ML

JOHN R. STAFFORD
CHAIRMAN, PRESIDENT AND
CHIEF EXECUTIVE OFFICER

The Honorable William J. Clinton
President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. President:

As a participant in the March 2nd White House meeting, I would like to thank you for your initiative in assembling members of your cabinet, key experts and business leaders for a discussion of vaccine R&D and access in developing nations. It is only through collaborative efforts between the public and private sectors that the international community will succeed in making needed vaccines available to patients in the developing world.

The recently launched Global Alliance on Vaccines and Immunization (GAVI) is an outstanding example of such collaboration. American Home Products' Wyeth Vaccines division is committed to supporting the Alliance's efforts. We are pleased that our donation of 10 million doses of the Haemophilus influenzae type b vaccine to GAVI will make it possible for 3.3 million of the world's neediest children to be immunized against a leading cause of pneumonia and meningitis.

In addition, Wyeth is continuing its programs in the area of HIV/AIDS vaccines R&D. The company is currently in discussions with the NIH Division of AIDS (DAIDS) on the creation of an HIV vaccine design and development team composed of Wyeth, its academic collaborators on DNA and peptide vaccines, and DAIDS to jointly develop and clinically test a series of vaccines.

Finally, we support the Administration's initiatives to foster greater international commitment to immunization infrastructures in the developing countries, and in this regard, endorse the proposal to launch conditional debt relief at the upcoming G8 summit in Okinawa.

Moving forward, we anticipate that the assemblage of experts at the March 2nd meeting will contribute to great progress toward the objective of immunization of all children against vaccine-preventable diseases. American Home Products looks forward to being part of this important effort.

Sincerely,

Jack Horowitz

JRS:MH

3 28 - 00
Send to Burkhardt?

Yes

No

respond to both letters
coordinate w/ Carol
scheduling on
2^d letter

rough
Joe
send to
all
MAR 28 PM 1:29

AMERICAN HOME PRODUCTS CORPORATION
FIVE GIRALDA FARMS
MADISON, N.J. 07940
(973) 660-5008

Sealed -
ce
NTJ
EB

JOHN R. STAFFORD
CHAIRMAN, PRESIDENT AND
CHIEF EXECUTIVE OFFICER

March 13, 2000

The Honorable William J. Clinton
President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. President:

On a more personal note, let me say again how pleased I was to meet with you at the White House on March 2nd. I would be honored to return the hospitality if you find yourself in the New York or New Jersey area by offering to host you to a round of golf at my club, Baltusrol. You are probably familiar with this club which has hosted many U.S. Opens. This year it will be the site for the U.S. Amateur Championship to be held in August.

I know this type of outing is hard to fit into your schedule but maybe we can do it. I'll be available at your convenience.

My best regards,

Sincerely,

John

JRS:MH