THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

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APR 17 2000

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Invitation to the National Reconnaissance Office's 40th Anniversary

The men and women of the National Reconnaissance Office (NRO) would be honored if you agreed to speak at their 40th Anniversary Celebration on Wednesday, 27 September 2000. The black-tie gala will be held at the Hilton Washington Towers Hotel beginning at 6:00 p.m. and will feature cocktails, dinner, and dancing. Senior leaders from government and private industry, space reconnaissance pioneers, and current NRO employees are expected to attend.

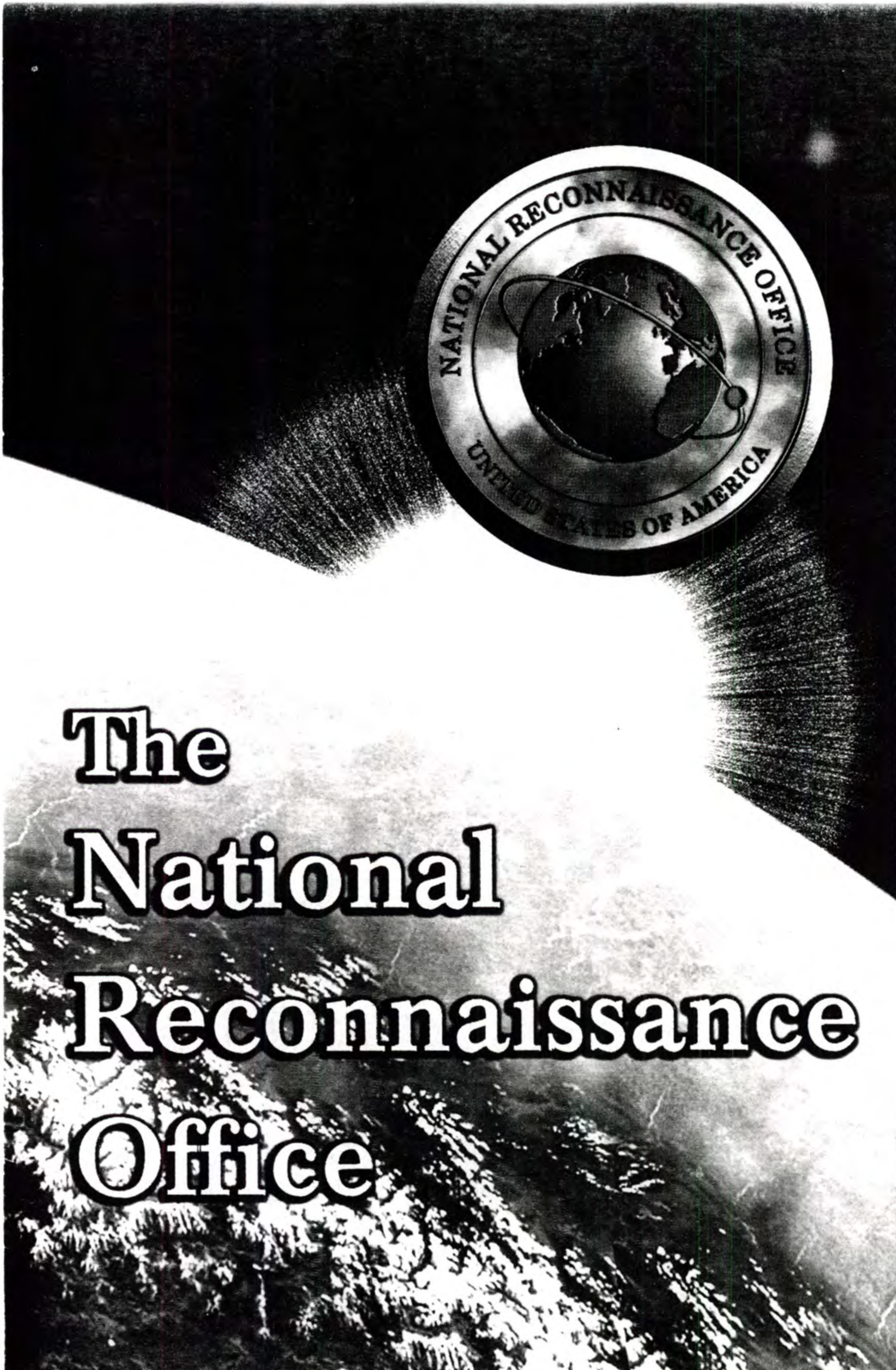
The NRO's annual dinner dance has traditionally been a special event for the NRO and its corporate partners. This year's event, however, will be particularly significant in that it will mark the start of a yearlong celebration honoring this organization's four decades of distinguished service to the nation. Since its establishment in August 1960, the NRO has contributed immeasurably to national security by designing, building, and operating America's fleet of reconnaissance satellites. The enclosed brochure highlights many of the NRO's contributions.

I would be most honored if you and Mrs. Clinton could attend what promises to be a very special occasion. If you require additional information, please contact Keith Hall, Director, NRO, at (703) 693-5996 or Mr. Rick Oborn in the NRO Office of Corporate Communications at (703) 808-1198.

To Scheduling / Burkhardt -
[Do message if POTUS doesn't attend]

cc: NSC

Attachment:
NRO Brochure



The National Reconnaissance Office

Copied
Podesta

What about having
other federal buildings
"greened" in the way the VP is
urging us: lighting? —
BC

THE WHITE HOUSE

WASHINGTON

April 20, 2000

ANDUM FOR THE PRESIDENT

FROM: SEAN MALONEY
LISEL LOY

SUBJECT: Earth Day Executive Orders

Tomorrow, in your Earth Day radio address, you are scheduled to announce two EOs that would direct agencies to 1) improve the fuel efficiency of the federal fleet and 2) provide benefits to federal employees to encourage the use of public transportation. In addition, on Saturday the Vice President is scheduled to announce a third EO that would direct agencies to integrate environmental management into their decisionmaking and planning processes and reduce their use and release of toxic chemicals and other pollutants. The orders are being finalized tonight; drafts are attached for your information.

1) Greening the Government through Federal Fleet and Transportation Efficiency – would direct agencies operating 20 or more vehicles to reduce their petroleum consumption by at least 20% by FY05, compared with FY99 levels, through improvements in fleet fuel efficiency and the use of alternative fueled vehicles (AFVs); the EO would for the first time actually require agencies to use alternative fuels in their AFVs, including those dual use vehicles that can be fueled by gas as well as alternative fuels.

2) Federal Workforce Transportation -- would direct agencies to offer transportation fringe benefits to qualified employees, allowing them to exclude from taxable wages and compensation commuting costs incurred through the use of mass transport and vanpools; would direct agencies in the National Capital Region to implement a "transit pass" program by October 1, 2000 and direct Transportation, Energy and EPA to implement the program as a 3-year pilot for their employees nationwide. The agencies would absorb the program costs within FY01 budget requests.

3) Greening the Government through Leadership in Environmental Management – would direct agencies to establish environmental management systems; implement environmental compliance audit programs; reduce Toxic Release Inventory releases by 10% annually or 40% by December 31, 2006; reduce use of toxic chemicals and other pollutants by 50% by December 31, 2006; and develop a plan to phase out procurement of Class 1 ozone-depleting substances for non-excepted uses by December 31, 2010. The EO would also create an Interagency Environmental Leadership Workgroup, chaired by EPA, to develop guidance and policies pursuant to the EO, and would require the agencies to report to EPA annually on their implementation of the order. The EO would consolidate, update and expand upon 3 existing EOs that would be revoked upon issuance of this order.

_✓_ Approve ____ Disapprove ____ Discuss

DRAFT

EXECUTIVE ORDER

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GREENING THE GOVERNMENT THROUGH FEDERAL FLEET AND TRANSPORTATION EFFICIENCY

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Energy Policy and Conservation Act, as amended (42 U.S.C. 6201 *et seq.*), the Energy Policy Act of 1992 (Public Law 102-486), section 301 of title 3, United States Code, and the Energy Conservation Reauthorization Act of 1998 (Public Law 105-388), it is hereby ordered as follows:

PART 1 PREAMBLE

Section 101. Federal Leadership. The purpose of this order is to ensure that the Federal Government exercises leadership in the reduction of petroleum consumption through improvements in fleet fuel efficiency and the use of alternative fuel vehicles (AFVs) and alternative fuels. Reduced petroleum use and the displacement of petroleum by alternative fuels will help promote markets for more alternative fuel and fuel efficient vehicles, encourage new technologies, enhance the United States' energy self-sufficiency and security, and ensure a healthier environment through the reduction of greenhouse gases and other pollutants in the atmosphere.

PART 2 GOALS

Sec. 201. Reduced Petroleum Fuel Consumption. Each agency operating 20 or more motor vehicles within the United States shall reduce its entire vehicle fleet's annual petroleum consumption by at least 20 percent by the end of FY 2005 in comparison with FY 1999.

Sec. 202. Performance Strategies. Agencies have numerous options for developing a strategy to meet the petroleum reduction goal in section 201 of this order. Measures include: the use of alternative fuels in light, medium, and heavy-duty vehicles; the acquisition of vehicles with higher fuel economy, including hybrid vehicles; the substitution of cars for light trucks; an increase in vehicle load factors; a decrease in vehicle miles traveled; and a decrease in fleet size. Each agency will need a strategy that includes most, if not all, of these measures, but can develop a strategy that fits its unique fleet configuration and mission requirements. As part of the strategy, each agency should attempt to accelerate the introduction of vehicles meeting Tier 2 standards. Where feasible, agencies should also consider procurement of innovative vehicles, such as hybrid electric vehicles, capable of large improvements in fuel economy. The strategy should also attempt to minimize costs in achieving the objectives of this order. In developing its strategy, each agency shall include the following:

(a) AFV Acquisition and Use of Alternative Fuels. Each agency shall fulfill the acquisition requirements for AFVs established by section 303 of the Energy Policy Act of 1992. Agencies shall use alternative fuels to meet a majority of the fuel requirements of those motor vehicles by the end of FY 2005. Section 402 of this order addresses related issues of alternative fuel infrastructure availability and the ability to track alternative fuel usage data; and

(b) Acquisition of Higher Fuel Economy Vehicles. Agencies shall increase the average EPA fuel economy rating of passenger cars and light trucks acquired by at least 1 mile per gallon (mpg) by the end of FY 2002 and at least 3 mpg by the end of FY 2005 compared to FY 1999 acquisitions.

PART 3 ORGANIZATION AND ACCOUNTABILITY

Sec. 301. Leadership Responsibilities. The Office of Management and Budget (OMB), the Department of Energy (DOE), the Environmental Protection Agency (EPA), and the General Services Administration (GSA) shall be responsible for providing leadership to the other Federal agencies in implementing programs to meet the goals of this order. Therefore, they shall perform the following activities:

(a) OMB shall:

(1) designate a senior official to assume the responsibility for coordinating the collection of agency submissions pursuant to this order;

(2) amend and issue budget guidance to the agencies that requires each agency to identify in their annual budget submission the funding necessary to meet the requirements of this order;

(3) review annual agency budget submissions to determine adequacy in meeting the goal of this order and to balance requests for increased funding to support achievement of the goals against other mission priorities; and

(4) review agency submissions for the annual report to the Congress, after budget decisions are made.

(b) DOE shall:

(1) issue guidance to agencies, within 90 days of the issuance of this order, on preparation and submission of agency strategies for complying with this order and the collection and annual reporting of data to demonstrate compliance with this order;

(2) review and evaluate agency strategies prior to their submission to OMB;

(3) provide OMB with copies of the agency strategy evaluations;

(4) provide whatever other support OMB requires to facilitate performance of OMB's role;

(5) establish the data collection and reporting system outlined in the DOE guidance for collecting annual agency performance data on meeting the goals of this order and other applicable statutes and policies;

(6) educate personnel from other agencies on the requirements of this order, the data collection and reporting system, best practices for improving fleet fuel efficiency, and methods for successfully acquiring and using AFVs;

(7) review agencies' annual data submissions for accuracy and produce a scorecard of agency and overall Federal compliance with this order and other applicable statutes and policies; and

(8) report to the President annually on compliance with the order, including the scorecard and level of performance in meeting the goals of the agencies' strategies.

(c) EPA shall support DOE and GSA in their efforts to assist the agencies in the accelerated purchase of Tier 2 vehicles.

(d) GSA shall develop and implement strategies that will ease agencies' financial and administrative burdens associated with the acquisition of AFVs, including:

(1) Agencies shall be allowed to replace their conventionally-fueled vehicles with AFVs by making an initial lump-sum payment for the additional acquisition cost of the AFV and shall be allowed to contribute to the higher replacement costs of the AFV incrementally over the term of the lease, and have the option of averaging AFV incremental costs across the agency fleet as provided by the Energy Policy Act of 1992.

(2) Within 120 days of this order, the Administrator of GSA, in consultation with other agencies, shall:

(A) provide a summary of agency AFV acquisition plans to potential AFV manufacturers to assist in their production planning. At least 4 months in advance of agency vehicle ordering cycles, GSA must provide to agencies the best available information on the production plans of AFV manufacturers;

(B) develop, in coordination with DOE and EPA, methods that will help Federal fleet managers to select vehicles to improve fleet fuel efficiency and to meet Tier 2 vehicle standards; and

(C) collaborate with its customer agencies and their procurement staff and officials to discuss and plan efforts to ensure that the GSA-leased fleet is making progress toward the goals of this order.

Sec. 302. Designation of Senior Agency Official. Within 90 days of the date of this order, the head of each agency shall designate a senior official to assume responsibility for the agency's AFV and fleet fuel efficiency programs, and for meeting the requirements of this order. Each senior agency official designated by an agency shall be responsible for:

(a) preparing an agency strategy for meeting the goals of this order, in accordance with guidance issued by DOE;

(b) submitting the agency strategy to DOE within 180 days of the issuance of this order for evaluation and submission to OMB;

(c) implementing the data collection and reporting system outlined in the DOE guidance for collecting annual agency performance data on meeting the goals of this order and reporting the data to DOE;

(d) ensuring the agency's strategy for meeting the goals of this order is incorporated in the annual budget submission to OMB; and

(e) assembling the appropriate team and resources in the agency necessary to attain the goals of this order.

Sec. 303. Management and Government Performance. Agencies may use the following management strategies to assist them in meeting the goals of this order:

(a) Awards. Agencies may use employee incentive programs to reward exceptional performance in implementing this order.

(b) Performance Evaluations. Agencies shall, where appropriate, include successful implementation of the provisions of this order in the position descriptions and performance evaluations of agency heads, the senior official, fleet managers, their superiors, and other relevant employees.

Sec. 304. Applicability. This order applies to each agency operating 20 or more motor vehicles within the United States. Agency means an executive agency as defined in 5 U.S.C. 105.

For the purpose of this order, military departments, as defined in 5 U.S.C. 102, are covered under the auspices of the Department of Defense.

PART 4 IMPLEMENTATION

Sec. 401. Vehicle Reporting Credits. When preparing the annual report to DOE and OMB, each agency acquisition of an alternative fuel light-duty vehicle, regardless of geographic placement, shall count as one credit towards fulfilling the AFV acquisition requirements of the Energy Policy Act of 1992. Agencies shall receive one additional credit for each light-duty AFV that exclusively uses an alternative fuel and for each Zero Emission Vehicle of any size. Agencies shall receive three credits for dedicated medium-duty AFVs and four credits for dedicated heavy-duty AFVs. Agencies can also receive one credit for every 450 gallons of pure bio-diesel used in diesel vehicles.

Sec. 402. Infrastructure. To support the use of alternative fuel in AFVs, agencies should arrange for fueling at commercial facilities that offer alternative fuels for sale to the public.

(a) Agencies should team with State, local, and private entities to support the expansion and use of public access alternative fuel refueling stations;

(b) Agencies should use the authority granted to them in section 304 of the Energy Policy Act of 1992 to establish nonpublic access alternative fuel infrastructure for fueling Federal AFVs where public fueling is unavailable.

(c) Agencies are encouraged to work with DOE and GSA to resolve alternative fuel usage tracking issues with alternative and petroleum fuel providers.

Sec. 403. Procurement of Environmentally Preferable Motor Vehicle Products.

(a) Consistent with Executive Order 13101 and section 6002 of the Resource Conservation and Recovery Act (RCRA), 42 U.S.C. 6962, effective 6 months after the date of this order, no

Federal agency shall purchase, sell, or arrange for the purchase of virgin petroleum motor vehicle lubricating oils when re-refined motor vehicle lubricating oils are reasonably available and meet the vehicle manufacturer's recommended performance standards.

(b) Consistent with Executive Order 13101 and RCRA section 6962, in acquiring and maintaining motor vehicles, agencies shall acquire and use United States EPA-designated Comprehensive Procurement Guideline items, including but not limited to retread tires, when such products are reasonably available and meet applicable performance standards. In addition, Federal agencies should consider acquiring other recycled content products, such as tires containing a minimum of 5-10 percent post-consumer recovered rubber.

(c) Consistent with Executive Order 13101, Federal agencies are encouraged to use biobased motor vehicle products when such products are reasonably available and meet applicable performance standards.

PART 5 GENERAL PROVISIONS

Sec. 501. Revocation. Executive Order 13031 of December 13, 1996, is revoked.

Sec. 502. Statutory Authority. Agencies must carry out the provisions of this order to the extent consistent with their statutory authority.

Sec. 503. Limitations. This order is intended only to improve the internal management of the executive branch and is not intended to create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any other person.

Sec. 504. Independent Agencies. Independent agencies and agencies excepted from coverage by section 304 are encouraged to comply with the provisions of this order.

Sec. 505. Government-Owned Contractor-Operated Vehicles. Agencies must ensure that all Government-owned contractor-operated vehicles comply with all applicable goals and other requirements of this order and that these goals and requirements are incorporated into each contractor's management contract.

Sec. 506. Exemptions for Military Tactical, Law Enforcement, and Emergency Vehicles. Department of Defense military tactical vehicles are exempt from this order. Law enforcement, emergency, and any other vehicle class or type determined by OMB, in consultation with DOE, are exempted from this order's requirements for Federal fleet fuel efficiency and alternative fuel vehicle acquisition. Agencies claiming vehicle exemptions must provide information on the number of each class or type of vehicle claimed as exempt as well as an estimate of total fuel consumption of exempt vehicles on an annual basis. Agencies should examine options for increasing fuel efficiency in these exempt vehicles and should report actions taken to increase fuel efficiency in these vehicles or fleets. All information required by this section must be submitted annually under Part 3 of this order.

Sec. 507. Compliance. (a) If an agency fails to meet requirements of the Energy Policy Act of 1992 or this order, its report to the DOE and OMB under section 302(c) must include an explanation for such failure and an updated strategy for achieving compliance using the agency's current and requested budgets.

(b) OMB, in consultation with DOE, may modify the compliance requirements for an agency under Part 2 of this order, if the agency is unable to comply with the requirements of that part. An agency requesting modification must show that it has made substantial good faith efforts to comply with that part. The availability and costs of alternative fuels and AFVs can be a factor in OMB's decision to modify the agency's compliance with Part 2 of this order.

Sec. 508. Definitions. Terms used in this order shall have the same definitions as those in the Energy Policy Act of 1992 and Executive Order 13101, unless specifically changed in guidance to be issued by DOE under section 301(b) of this order.

THE WHITE HOUSE,

DRAFT

EXECUTIVE ORDER

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FEDERAL WORKFORCE TRANSPORTATION

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Transportation Equity Act for the 21st Century (Public Law 105-178), section 1911 of the Energy Policy Act of 1992 (Public Law 102-486), section 531(a)(1) of the Deficit Reduction Act of 1984 (26 U.S.C. 132), and the Federal Employees Clean Air Incentives Act (Public Law 103-172), and in order to reduce Federal employees' contribution to traffic congestion and air pollution and to expand their commuting alternatives, it is hereby ordered as follows:

Section 1. Mass Transportation and Vanpool Transportation Fringe Benefit Program. (a) By no later than October 1, 2000, Federal agencies shall implement a transportation fringe benefit program that offers qualified Federal employees the option to exclude from taxable wages and compensation, consistent with section 132 of title 26, United States Code, employee commuting costs incurred through the use of mass transportation and vanpools, not to exceed the maximum level allowed by law (26 U.S.C. 132 (f)(2)). These agency programs shall comply with the requirements of Internal Revenue Service regulations for qualified transportation fringe benefits under section 1.132-9 of title 26, Code of Federal Regulations, and other guidance.

(b) Federal agencies are encouraged to use any nonmonetary incentive that the agencies may otherwise offer under any other provision of law or other authority to encourage mass transportation and vanpool use, as provided for in section 7905(b)(2)(C) of title 5, United States Code.

Sec. 2. Federal Agencies in the National Capital Region. Federal agencies in the National Capital Region shall implement a "transit pass" transportation fringe benefit program for their qualified Federal employees by no later than October 1, 2000. Under this program, agencies shall provide their qualified Federal employees, in addition to current compensation, transit passes as defined in section 132(f)(5) of title 26, United States Code, in amounts approximately equal to employee commuting costs, not to exceed the maximum level allowed by law (26 U.S.C. 132(f)(2)). The National Capital Region is defined as the District of Columbia; Montgomery, Prince George's, Frederick Counties in Maryland; Arlington, Fairfax, Loudon, and Prince William Counties in Virginia; and all cities now or hereafter existing in Maryland or Virginia within the geographic area bounded by the outer boundaries of the combined area of said counties.

Sec. 3. Nationwide Pilot Program. The Department of Transportation, the Environmental Protection Agency, and the Department of Energy shall implement a "transit pass" transportation fringe benefit program, as described in section 2 of this order, for all of their qualified Federal employees as a 3 year pilot program by no later than October 1, 2000. Before determining whether the program should be extended to other Federal employees nationwide, it shall be analyzed by an entity determined by the agencies identified in section 4 of this order to see, among other things, if it is effective in reducing single occupancy vehicle travel and local area traffic congestion.

Sec. 4. Guidance. Federal agencies shall develop plans to implement this order in consultation with the Department of the Treasury, the Department of Transportation, the Environmental Protection Agency, the Office of Personnel Management, the General Services Administration, and the Office of Management and Budget. Federal agencies that currently have more generous programs or benefits in place may continue to offer those programs or benefits. Agencies shall absorb the costs of implementing this order within the sums received pursuant to the President's FY 2001 budget request to the Congress.

Sec. 5. Judicial Review. This order is not intended to and does not create any right or benefit, substantive or procedural, enforceable at law by any party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

THE WHITE HOUSE,

DRAFT

Executive Order

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GREENING THE GOVERNMENT THROUGH LEADERSHIP IN ENVIRONMENTAL MANAGEMENT

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the Emergency Planning and Community Right-to-Know Act of 1986 (42 U.S.C. 11001-11050) (EPCRA), the Pollution Prevention Act of 1990 (42 U.S.C. 13101-13109) (PPA) , the Clean Air Act (42 U.S.C. 7401-7671q) (CAA), and section 301 of title 3, United States Code, it is hereby ordered as follows:

PART 1 - PREAMBLE

Sec. 101. Federal Environmental Leadership. The head of each federal agency is responsible for ensuring that all necessary actions are taken to integrate environmental accountability into agency day-to-day decision-making and long-term planning processes, across all agency missions, activities, and functions. Consequently, environmental management considerations must be a fundamental and integral component of federal government policies, operations, planning, and management. The head of each federal agency is responsible for meeting the goals and requirements of this order.

PART 2 - GOALS

Sec. 201. Environmental Management. Through development and implementation of environmental management systems, each agency shall ensure that strategies are established to support environmental leadership programs, policies, and procedures and that agency senior level managers explicitly and actively endorse these strategies.

Sec. 202. Environmental Compliance. Each agency shall comply with environmental regulations by establishing and implementing environmental compliance audit programs and policies which emphasize pollution prevention as a means to both achieve and maintain environmental compliance.

Sec. 203. Right-to-Know and Pollution Prevention. Through timely planning and reporting under EPCRA, federal facilities shall be leaders and responsible members of their communities by informing the public and their workers of possible sources of pollution resulting from facility operations. Each agency shall strive to reduce or eliminate harm to human health and the environment from releases of pollutants to the environment. Each agency shall advance the national policy that, whenever feasible and cost-effective, pollution should be prevented or reduced at the source. Funding for regulatory compliance programs shall emphasize pollution prevention as a means to address environmental compliance.

Sec. 204. Release Reduction: Toxic Chemicals. Through innovative pollution prevention, effective facility management, and sound acquisition and procurement practices, each agency shall reduce its reported Toxic Release Inventory (TRI) releases and off-site transfers of toxic chemicals for treatment and disposal by ten percent annually, or by 40 percent overall by December 31, 2006.

Sec. 205. Use Reduction: Toxic Chemicals and Hazardous Substances and Other Pollutants. Through identification of proven substitutes and established facility management practices, including pollution prevention, each agency shall reduce its use of selected toxic chemicals, hazardous substances, and pollutants, or its generation of hazardous and radioactive waste types at its facilities by 50 percent by December 31, 2006. If an agency is unable to reduce the use of selected chemicals, that agency will reduce the use of selected hazardous substances or its generation of other pollutants, such as hazardous and radioactive waste types, at its facilities by 50 percent by December 31, 2006.

Sec. 206. Reductions in Ozone-Depleting Substances. Through evaluating present and future uses of ozone-depleting substances and maximizing the purchase and the use of safe, cost effective, and environmentally preferable alternatives, each agency shall develop a plan to phase out the procurement of Class I ozone-depleting substances for all non-excepted uses by December 31, 2010.

Sec. 207. Environmentally and Economically Beneficial Landscaping. Each agency shall strive to promote the sustainable management of federal facility lands through the implementation of cost effective, environmentally sound landscaping practices and programs to reduce adverse impacts to the natural environment.

PART 3 - PLANNING AND ACCOUNTABILITY

Sec. 301. Annual Budget Submission. Federal agencies shall place high priority on obtaining funding and resources needed for implementation of the Greening the Government Executive Orders, including funding to address findings and recommendations from environmental management system audits or facility compliance audits conducted under sections 401 and 402 of this order. Federal agencies shall make such requests as required in Office of Management and Budget (OMB) Circular A-11.

Sec. 302. Application of Life Cycle Assessment Concepts. Each agency with facilities shall establish a pilot program to apply life cycle assessment and environmental cost accounting principles. To the maximum extent feasible and cost-effective, agencies shall apply those principles elsewhere in the agency to meet the goals and requirements of this order. Such analysis shall be considered in the process established in the OMB Capital Programming Guide and OMB Circular A-11. The Environmental Protection Agency (EPA), in coordination with the Workgroup established in section 306 of this order, shall, to the extent feasible, assist agencies in identifying, applying, and developing tools that reflect life cycle assessment and environmental cost accounting principles and provide technical assistance to agencies in developing life cycle assessments and environmental cost accounting assessments under this Part.

Sec. 303. Pollution Prevention to Address Compliance. Each agency shall ensure that its environmental regulatory compliance funding policies promote the use of pollution prevention to achieve and maintain environmental compliance at the agency's facilities. Agencies shall adopt a policy to preferentially use pollution prevention projects and activities to correct and prevent non-compliance with environmental regulatory requirements. Agency funding requests for facility compliance with federal, state, and local environmental regulatory requirements shall emphasize pollution prevention through source reduction as the means of first choice to ensure compliance, with reuse and recycling alternatives having second priority as a means of compliance.

Sec. 304. Pollution Prevention Return-on-Investment Programs. Each agency shall develop and implement a pollution prevention program at its facilities that compares the life cycle costs of treatment and/or disposal of waste and pollutant streams to the life cycle costs of alternatives that eliminate or reduce toxic chemicals or pollutants at the source. Each agency shall implement those projects that are life-cycle cost-effective, or otherwise offer substantial environmental or economic benefits.

Sec. 305. Policies, Strategies, and Plans.

(a) Within 12 months of the date of this order, each agency shall ensure that the goals and requirements of this order are incorporated into existing agency environmental directives, policies, and documents affected by the requirements and goals of this order. Where such directives and policies do not already exist, each agency shall, within 12 months of the date of this order, prepare and endorse a written agency environmental management strategy to achieve the requirements and goals of this order. Agency preparation of directives, policies, and documents shall reflect the nature, scale, and environmental impacts of the agency's activities, products, or services. Agencies are encouraged to include elements of relevant agency policies or strategies developed under this part in agency planning documents prepared under the Government Performance and Results Act of 1993, Pub. L. 103-62.

(b) By March 31, 2002, each agency shall ensure that its facilities develop a written plan that sets forth the facility's contribution to the goals and requirements established in this order. The plan should reflect the size and complexity of the facility. Where pollution prevention plans or other formal environmental planning instruments have been prepared for agency facilities, an agency may elect to update those plans to meet the requirements and goals of this section.

(c) The Federal Acquisition Regulation (FAR) Council shall develop acquisition policies and procedures for contractors to supply agencies with all information necessary for compliance with this order. Once the appropriate FAR clauses have been published, agencies shall use them in all applicable contracts. In addition, to the extent that compliance with this order is made more difficult due to lack of information from existing contractors, or concessioners, each agency shall take practical steps to obtain the information needed to comply with this order from such contractors or concessioners.

Sec. 306. Interagency Environmental Leadership Workgroup. Within four months of the date of this order, EPA shall convene and chair an Interagency Environmental Leadership Workgroup with senior-level representatives from all executive agencies and other interested independent government agencies affected by this order. The Workgroup shall develop policies and guidance required by this order and member agencies shall facilitate implementation of the requirements of this order in their respective agencies. Workgroup members shall coordinate with their Agency Environmental Executive (AEE) designated under section 301(d) of Executive

Order 13101 and may request the assistance of their AEE in resolving issues that may arise among members in developing policies and guidance related to this order. If the AEEs are unable to resolve the issues, they may request the assistance of the Chair of the Council on Environmental Quality (CEQ).

Sec. 307. Annual Reports. Each agency shall submit an annual progress report to the Administrator on implementation of this order. The reports shall include a description of the progress that the agency has made in complying with all aspects of this order, including, but not limited to, progress in achieving the reduction goals in sections 502, 503, and 505 of this order. Each agency may prepare and submit the annual report in electronic format. A copy of the reportshall be submitted to the Federal Environmental Executive (FEE) by EPA for use in the biennial Greening the Government Report to the President prepared in accordance with Executive Order 13101. Within nine months of the date of this order, EPA, in coordination with the Workgroup established under section 306 of this order, shall prepare guidance regarding the information and timing for the annual report. The Workgroup shall coordinate with those agencies responsible for federal agency reporting guidance under the Greening the Government Executive Orders to streamline reporting requirements and reduce agency and facility-level reporting burdens. The first annual report shall cover calendar year 2000 activities.

PART 4 - PROMOTING ENVIRONMENTAL MANAGEMENT AND LEADERSHIP

Sec. 401. Agency and Facility Environmental Management Systems. To attain the goals of section 201 of this order:

(a) Within 18 months of the date of this order, each agency shall conduct an agency-level environmental management system self assessment based on the Code of Environmental Management Principles for Federal Agencies developed by EPA (61 Fed. Reg. 54062) and/or another appropriate environmental management system framework. Each assessment shall include a review of agency environmental leadership goals, objectives, and targets. Where appropriate, the assessments may be conducted at the service, bureau, or other comparable level.

(b) Within 24 months of the date of this order, each agency shall implement environmental management systems through pilot projects at selected agency facilities based on the Code of Environmental Management Principles for Federal Agencies and/or another appropriate environmental management system framework. By December 31, 2005, each agency shall implement an environmental management system at all appropriate agency facilities based on facility size, complexity, and the environmental aspects of facility operations. The facility environmental management system shall include measurable environmental goals, objectives, and targets which are reviewed and updated annually. Once established, environmental management system performance measures shall be incorporated in agency facility audit protocols.

Sec. 402. Facility Compliance Audits. To attain the goals of section 202 of this order:

(a) Within 12 months of the date of this order, each agency that does not have an established regulatory environmental compliance audit program shall develop and implement a program to conduct facility environmental compliance audits and begin auditing at its facilities within 6 months of the development of that program.

(b) An agency with an established regulatory environmental compliance audit program may elect to conduct environmental management system audits in lieu of regulatory environmental compliance audits at selected facilities.

(c) Facility environmental audits shall be conducted periodically. Each agency is encouraged to conduct audits not less than every three years from the date of the initial or previous audit. The scope and frequency of audits shall be based on facility size, complexity, and the environmental aspects of facility operations. As appropriate, each agency shall include tenant, contractor, and concessioner activities in facility audits.

(d) Each agency shall conduct internal reviews and audits and shall take such other steps, as may be necessary, to monitor its facilities' compliance with sections 501 and 504 of this order.

(e) Each agency shall consider findings from the assessments or audits conducted under this Part in program planning under section 301 of this order and in the preparation and revisions to facility plans prepared under section 305 of this order.

(f) Upon request and to the extent practicable, EPA shall provide technical assistance in meeting the requirements of this Part by conducting environmental management reviews at federal facilities and developing policies and guidance for conducting environmental compliance audits and implementing environmental management systems at federal facilities.

Sec. 403. Environmental Leadership and Agency Awards Programs.

(a) Within 12 months of the date of this order, the Administrator shall establish a federal government environmental leadership program to promote and recognize outstanding environmental management performance in agencies and facilities.

(b) Each agency shall develop an internal agency-wide awards program to reward and highlight innovative programs and individuals showing outstanding environmental leadership in implementing this order. In addition, based upon criteria developed by EPA in coordination with the Workgroup established in section 306 of this order, federal employees who demonstrate outstanding leadership in implementation of this order may be considered for recognition under the White House awards program set forth in section 803 of Executive Order 13101 of September 14, 1998.

Sec. 404. Management Leadership and Performance Evaluations.

(a) To ensure awareness of and support for environmental requirements of this order, each agency shall include training on the provisions of the Greening the Government Executive Orders in standard senior level management training as well as training for program managers, contracting personnel, procurement and acquisition personnel, facility managers, contractors, concessioners, and other personnel as appropriate. In coordination with the Workgroup established under section 306 of this order, EPA shall prepare guidance on implementation of this section.

(b) To recognize and reinforce the responsibilities of facility and senior Headquarters program managers, regional environmental coordinators and officers, their superiors, and, to the extent practicable and appropriate, others vital to the implementation of this order, each agency shall include successful implementation of pollution prevention, community awareness, and environmental management into its position descriptions and performance evaluations for those positions.

Sec. 405. Compliance Assistance.

(a) Upon request and to the extent practicable, EPA shall provide technical advice and assistance to agencies to foster full compliance with environmental regulations and all aspects of this order.

(b) Within 12 months of the date of this order, EPA shall develop a compliance assistance center to provide technical assistance for federal facility compliance with environmental regulations and all aspects of this order.

(c) To enhance landscaping options and awareness, the United States Department of Agriculture (USDA) shall provide information on the suitability, propagation, and the use of native plants for landscaping to all agencies and the general public by USDA in conjunction with the center under subsection (b) of this section. In implementing Part 6 of this order, agencies are encouraged to develop model demonstration programs in coordination with USDA.

Sec. 406. Compliance Assurance.

(a) In consultation with other agencies, EPA may conduct such reviews and inspections as may be necessary to monitor compliance with sections 501 and 504 of this order. Each agency is encouraged to cooperate fully with the efforts of EPA to ensure compliance with those sections.

(b) Whenever the Administrator notifies an agency that it is not in compliance with section 501 or 504 of this order, the agency shall provide EPA a detailed plan for achieving compliance as promptly as practicable.

(c) The Administrator shall report annually to the President and the public on agency compliance with the provisions of sections 501 and 504 of this order.

Sec. 407. Improving Environmental Management. To ensure that government-wide goals for pollution prevention are advanced, each agency is encouraged to incorporate its environmental leadership goals into its Strategic and Annual Performance Plans required by the Government Performance and Results Act of 1993, Pub. L.103-62, starting with performance plans accompanying the FY 2002 budget.

PART 5 - EMERGENCY PLANNING, COMMUNITY RIGHT-TO-KNOW, AND POLLUTION PREVENTION

Sec. 501. Toxics Release Inventory/Pollution Prevention Act Reporting. To attain the goals of section 203 of this order:

(a) Each agency shall comply with the provisions set forth in section 313 of EPCRA, section 6607 of PPA, all implementing regulations, and future amendments to these authorities, in light of applicable EPA guidance.

(b) Each agency shall comply with these provisions without regard to the Standard Industrial Classification (SIC) or North American Industrial Classification System (NAICS) delineations. Except as described in subsection (d) of this section, all other existing statutory or regulatory limitations or exemptions on the application of EPCRA section 313 to specific activities at specific agency facilities apply to the reporting requirements set forth in subsection (a) of this section.

(c) Each agency required to report under subsection (a) of this section shall do so using electronic reporting as provided in EPA's EPCRA section 313 guidance.

(d) Within 12 months of the date of this order, the Administrator shall review the impact on reporting of existing regulatory exemptions on the application of EPCRA section 313 at federal facilities. Where feasible, this review shall include pilot studies at federal facilities. If the review indicates that application of existing exemptions to federal government reporting under this section precludes public reporting of substantial amounts of toxic chemicals under subsection 501(a), EPA shall prepare guidance, in coordination with the Workgroup established under section 306 of this order, clarifying application of the exemptions at federal facilities. In developing the guidance, EPA should consider similar application of such regulatory limitations and exemptions by the private sector. To the extent feasible, the guidance developed by EPA shall be consistent with the reasonable application of such regulatory limitations and exemptions in the private sector. The guidance shall ensure reporting consistent with the goal of public access to information under section 313 of EPCRA and section 6607 of PPA. The guidance shall be submitted to the AEEs established under section 301(d) of Executive Order 13101 for review and endorsement. Each agency shall apply any guidance to reporting at its facilities as soon as practicable but no later than for reporting for the next calendar year following release of the guidance.

(e) EPA shall coordinate with other interested federal agencies to carry out pilot projects to collect and disseminate information about the release and other waste management of chemicals associated with the environmental response and restoration at their facilities and sites. The pilot projects will focus on releases and other waste management of chemicals associated with environmental response and restoration at facilities and sites where the activities generating wastes do not otherwise meet EPCRA section 313 thresholds for manufacture, process, or otherwise use. Each agency is encouraged to identify applicable facilities and voluntarily report under subsection (a) of this section the releases and other waste management of toxic chemicals managed during environmental response and restoration, regardless of whether the facility otherwise would report under subsection (a). The releases and other waste management of chemicals associated with environmental response and restoration voluntarily reported under this subsection will not be included in the accounting established under sections 503(a) and (c) of this order.

Sec. 502. Release Reduction: Toxic Chemicals. To attain the goals of section 204 of this order:

(a) Beginning with reporting for calendar year 2001 activities, each agency reporting under section 501 of this order shall adopt a goal of reducing, where cost effective, the agency's total releases of toxic chemicals to the environment and off-site transfers of such chemicals for treatment and disposal by at least ten percent annually, or by 40 percent overall by December 31, 2006. Beginning with activities for calendar year 2001, the baseline for measuring progress in meeting the reduction goal will be the aggregate of all such releases and off-site transfers of such chemicals for treatment and disposal as reported by all of the agency's facilities under section 501 of this order. The list of toxic chemicals applicable to this goal is the EPCRA section 313 list as of December 1, 2000. If an agency achieves the 40 percent reduction goal prior to December 31, 2006, that agency shall establish a new baseline and reduction goal based on agency priorities.

(b) Where an agency is unable to pursue the reduction goal established in subsection (a) for certain chemicals that are mission critical and/or needed to protect human health and the environment or where agency off-site transfer of toxic chemicals for treatment is directly associated with environmental restoration activities, that agency may request a waiver from EPA for all or part of the requirement in subsection (a) of this section. As appropriate, waiver requests must provide: (1) an explanation of the mission critical use of the chemical; (2) an explanation of the nature of the need for the chemical to protect human health; (3) a description of efforts to identify a less harmful substitute chemical or alternative processes to reduce the release and transfer of the chemical in question; and (4) a description of the off-site transfers of toxic chemicals for treatment directly associated with environmental restoration activities. EPA shall respond to the waiver request within 90 days and may grant such a waiver for no longer than two years. An agency may resubmit a request for waiver at the end of that period. The waiver under this section shall not alter requirements to report under section 501 of this order.

(c) Where a specific component (e.g., bureau, service, or command) within an agency achieves a 75 percent reduction in its 1999 reporting year publicly reported total releases of toxic chemicals to the environment and off-site transfers of such chemicals for treatment and disposal, based on the 1994 baseline established in Executive Order 12856, that agency may independently elect to establish a reduction goal for that component lower than the 40 percent target established in subsection (a) of this section. The agency shall formally notify the Workgroup established in section 306 of this order of the elected reduction target.

Sec. 503. Use Reduction: Toxic Chemicals, Hazardous Substances, and Other Pollutants. To attain the goals of section 205 of this order:

(a) Within 18 months of the date of this order, each agency with facilities shall develop and support goals to reduce the use at such agencies' facilities of the priority chemicals on the list under subsection (b) of this section for identified applications and purposes, or alternative chemicals and pollutants the agency identifies under subsection (c) of this section, by at least 50 percent by December 31, 2006.

(b) Within nine months of the date of this order the Administrator, in coordination with the Workgroup established in section 306 of this order, shall develop a list of not less than 15 priority chemicals used by the federal government that may result in significant harm to human health or the environment and that have known, readily available, less harmful substitutes for identified applications and purposes. In addition to identifying the applications and purposes to which such reductions apply, the Administrator, in coordination with the Workgroup established in section 306 of this order, shall identify a usage threshold below which this section shall not apply. The chemicals will be selected from listed EPCRA section 313 toxic chemicals and, where appropriate, other regulated hazardous substances or pollutants. In developing the list, the

Administrator, in coordination with the workgroup established in section 306 of this order, shall consider: (1) environmental factors including toxicity, persistence, and bio-accumulation; (2) availability of known, less environmentally harmful substitute chemicals that can be used in place of the priority chemical for identified applications and purposes; (3) availability of known, less environmentally harmful processes that can be used in place of the priority chemical for identified applications and purposes; (4) relative costs of alternative chemicals or processes; and (5) potential risk and environmental and human exposure based upon applications and uses of the chemicals by federal agencies and facilities. In identifying alternatives, the Administrator should take into consideration the guidance issued under section 503 of Executive Order 13101.

(c) If an agency, which has facilities required to report under EPCRA, uses at its facilities less than five of the priority chemicals on the list developed in subsection (b) of this section for the identified applications and purposes, the agency shall develop, within 12 months of the date of this order, a list of not less than five chemicals which may include priority chemicals under subsection (b) of this section or other toxic chemicals, hazardous substances, and/or other pollutants the agency uses or generates, the release, transfer or waste management of which may result in significant harm to human health or the environment.

(d) In lieu of requirements under subsection (a) of this section, an agency may, upon concurrence with the Workgroup established under section 306 of this order, develop within 12 months of the date of this order, a list of not less than five priority hazardous or radioactive waste types generated by its facilities. Within 18 months of the date of this order, the agency shall develop and support goals to reduce the agency's generation of these wastes by at least 50 percent by December 31, 2006. To the maximum extent possible, such reductions shall be achieved by implementing source reduction practices.

(e) The baseline for measuring reductions for purposes of achieving the 50 percent reduction goal in subsections (a) and (d) of this section for each agency is the first calendar year following the development of the list of priority chemicals under subsection (b) of this section.

(f) Each agency shall undertake pilot projects at selected facilities to gather and make publically available materials accounting data related to the toxic chemicals, hazardous substances, and/or other pollutants identified under subsections (b),(c), or (d) of this section.

(g) Within 12 months of the date of this order, the Administrator shall develop guidance on implementing this section in coordination with the Workgroup established under section 306 of this order. EPA shall develop technical assistance materials to assist agencies in meeting the 50 percent reduction goal of this section.

(h) Where an agency can demonstrate to the Workgroup that it has previously reduced the use of a priority chemical identified in subsection 503(b) by 50%, then it may elect to waive the 50% reduction goal for that chemical.

Sec. 504. Emergency Planning and Reporting Responsibilities. Each agency shall comply with the provisions set forth in sections 301 through 312 of EPCRA, all implementing regulations, and any future amendments to these authorities, in light of any applicable guidance as provided by EPA.

Sec. 505. Reductions in Ozone-Depleting Substances. To attain the goals of section 206 of this order:

(a) Each agency shall ensure that its facilities: (1) maximize the use of safe alternatives to ozone-depleting substances, as approved by EPA's Significant New Alternatives Policy (SNAP) program; (2) consistent with subsection (b) of this section, evaluate the present and future uses of ozone-depleting substances, including making assessments of existing and future needs for such materials, and evaluate use of, and plans for recycling, refrigerants and halons; and (3) exercise leadership, develop exemplary practices, and disseminate information on successful efforts in phasing out ozone-depleting substances.

(b) Within 12 months of the date of this order, each agency shall develop a plan to phase out the procurement of Class I ozone-depleting substances for all non-excepted uses by December 31, 2010. Plans should target cost effective reduction of environmental risk by phasing out Class I ozone depleting substance applications as the equipment using those substances reaches its expected service life. Exceptions to this requirement include all exceptions found in current or future applicable law, treaty, regulation, or Executive Order.

(c) Each agency shall amend its personal property management policies and procedures to preclude disposal of ozone depleting substances removed or reclaimed from its facilities or equipment, including disposal as part of a contract, trade, or donation, without prior coordination with the Department of Defense (DoD). Where the recovered ozone-depleting substance is a critical requirement for DoD missions, the agency shall transfer the materials to DoD. DoD will bear the costs of such transfer.

PART 6 - LANDSCAPING MANAGEMENT PRACTICES

Sec. 601. Implementation.

(a) Within 12 months from the date of this order, each agency shall incorporate the Guidance for Presidential Memorandum on Environmentally and Economically Beneficial Landscape Practices on Federal Landscaped Grounds (60 Fed. Reg. 40837) developed by the FEE into landscaping programs, policies, and practices.

(b) Within 12 months of the date of this order, the FEE shall form a workgroup of appropriate federal agency representatives to review and update the guidance in subsection (a) of this section, as appropriate.

(c) Each agency providing funding for non-federal projects involving landscaping projects shall furnish funding recipients with information on environmentally and economically beneficial landscaping practices and work with the recipients to support and encourage application of such practices on federally funded projects.

Sec. 602. Technical Assistance and Outreach. EPA, the General Services Administration (GSA), and USDA shall provide technical assistance in accordance with their respective authorities on environmentally and economically beneficial landscaping practices to agencies and their facilities.

PART 7 - ACQUISITION AND PROCUREMENT

Sec. 701. Limiting Procurement of Toxic Chemicals, Hazardous Substances, and Other Pollutants.

(a) Within 12 months of the date of this order, each agency shall implement training programs to ensure that agency procurement officials and acquisition program managers are aware of the requirements of this order and its applicability to those individuals.

(b) Within 24 months of the date of this order, each agency shall determine the feasibility of implementing centralized procurement and distribution (e.g., "pharmacy") programs at its facilities for tracking, distribution, and management of toxic or hazardous materials and, where appropriate, implement such programs.

(c) Under established schedules for review of standardized documents, DoD and GSA, and other agencies, as appropriate, shall review their standardized documents and identify opportunities to eliminate or reduce their use of chemicals included on the list of priority chemicals developed by EPA under subsection 503(b) of this order, and make revisions as appropriate.

(d) Each agency shall follow the policies and procedures for toxic chemical release reporting in accordance with FAR section 23.9 effective as of the date of this order and policies and procedures on federal compliance with right-to-know laws and pollution prevention requirements in accordance with FAR section 23.10 effective as of the date of this order.

Sec. 702. Environmentally Benign Adhesives. Within 12 months after environmentally benign pressure sensitive adhesives for paper products become commercially available, each agency shall revise its specifications for paper products using adhesives and direct the purchase of paper products using those adhesives, whenever technically practicable and cost effective. Each agency should consider products using the environmentally benign pressure sensitive adhesives approved by the U.S. Postal Service (USPS) and listed on the USPS Qualified Products List for pressure sensitive recyclable adhesives.

Sec. 703. Ozone-Depleting Substances. Each agency shall follow the policies and procedures for the acquisition of items that contain, use, or are manufactured with ozone-depleting substances in accordance with FAR section 23.8 and other applicable FAR provisions.

Sec. 704. Environmentally and Economically Beneficial Landscaping Practices.

(a) Within 18 months of the date of this order, each agency shall have in place acquisition and procurement practices, including provision of landscaping services that conform to the guidance referred to in section 601 of this order, for the use of environmentally and economically beneficial landscaping practices. At a minimum, such practices shall be consistent with the policies in the guidance referred to in section 601 of this order.

(b) In implementing landscaping policies, each agency shall purchase environmentally preferable and recycled content products, including EPA-designated items such as compost and mulch, that contribute to environmentally and economically beneficial practices.

PART 8 - EXEMPTIONS.

Sec. 801. National Security Exemptions. Subject to subsection 902(c) of this order and except as otherwise required by applicable law, in the interest of national security, the head of any agency may request from the President an exemption from complying with the provisions of any or all provisions of this order for particular agency facilities, provided that the procedures set forth in section 120(j)(1) of the Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended (42 U.S.C. 9620(j)(1)), are followed, with the following exceptions: (a) an exemption issued under this section will be for a specified period of time that may exceed one year; (b) notice of any exemption granted under this section for provisions not otherwise required by law is only required to the Director of OMB, the Chair of the CEQ, and the Director of the National Security Council; and (c) an exemption under this section may be issued due to lack of appropriations, provided that the head of the agency requesting the exemption shows that necessary funds were requested by the agency in its budget submission and agency plan under Executive Order 12088 of October 13, 1978, and were not contained in the President's budget request or Congress failed to make available the requested appropriation. To the maximum extent practicable, and without compromising national security, each agency shall strive to comply with the purposes, goals, and implementation steps in this order. Nothing in this order affects limitations on the dissemination of classified information pursuant to law, regulation, or Executive Order.

Sec. 802. Compliance. After January 1, 2002, OMB, in consultation with the Chair of the Workgroup established by section 306 of this order, may modify the compliance requirements for an agency under this order, if the agency is unable to comply with the requirements of the order. An agency requesting modification must show that it has made substantial good faith efforts to comply with the order. The cost-effectiveness of implementation of the order can be a factor in OMB's decision to modify the compliance requirements for that agency's compliance with the order.

PART 9 - GENERAL PROVISIONS.

Sec. 901. Revocation. Executive Order 12843 of April 21, 1993, Executive Order 12856 of August 3, 1993, the Executive Memorandum on Environmentally Beneficial Landscaping of

April 26, 1994, Executive Order 12969 of August 8, 1995, and section 1- 4. "Pollution Control Plan" of Executive Order 12088 of October 13, 1978, are revoked.

Sec. 902. Limitations.

(a) This order is intended only to improve the internal management of the executive branch and is not intended to create any right, benefit, or trust responsibility, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any other person.

(b) This order applies to federal facilities in any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the United States Virgin Islands, the Northern Mariana Islands, and any other territory or possession over which the United States has jurisdiction. Each agency with facilities outside of these areas, however, is encouraged to make best efforts to comply with the goals of this order for those facilities.

(c) Nothing in this order alters the obligations under EPCRA, PPA, and CAA independent of this order for government-owned, contractor-operated facilities and government corporations owning or operating facilities or subjects such facilities to EPCRA , PPA, or CAA if they are otherwise excluded. However, each agency shall include the releases and other waste management of chemicals for all such facilities to meet the agency's reporting responsibilities under section 501 of this order.

(d) Nothing in this order shall be construed to make the provisions of CAA sections 304 and EPCRA sections 325 and 326 applicable to any agency or facility, except to the extent that an agency or facility would independently be subject to such provisions.

Sec. 903. Community Outreach. Each agency is encouraged to establish a process for local community advice and outreach for its facilities relevant to aspects of this and other related Greening the Government Executive Orders. All strategies and plans developed under this order shall be made available to the public upon request.

PART 10 - DEFINITIONS

For purposes of this order:

Sec. 1001. General. Terms which are not defined in this part but which are defined in Executive Orders 13101 and 13123 have the meaning given in those Executive Orders. For the purposes of Part 5 of this order all definitions in EPCRA and PPA and implementing regulations at 40 CFR Parts 370 and 372 apply.

Sec. 1002. "Administrator" means the Administrator of the EPA.

Sec. 1003. "Environmental cost accounting" means the modification of cost attribution systems and financial analysis practices specifically to directly track environmental costs that are traditionally hidden in overhead accounts to the responsible products, processes, facilities or activities.

Sec. 1004. "Facility" means any building, installation, structure, land, and other property owned or operated by, or constructed or manufactured and leased to, the federal government, where the federal government is formally accountable for compliance under environmental regulation (e.g., permits, reports/records and/or planning requirements) with requirements pertaining to discharge, emission, release, spill, or management of any waste, contaminant, hazardous chemical, or pollutant. This term includes a group of facilities at a single location managed as an integrated operation, as well as government owned contractor operated facilities.

Sec. 1005. "Environmentally benign pressure sensitive adhesives" means adhesives for stamps, labels, and other paper products that can be easily treated and removed during the paper recycling process.

Sec. 1006. "Ozone-depleting substance" means any substance designated as a Class I or Class II substance by EPA in 40 CFR Part 82.

Sec. 1007. "Pollution prevention" means "source reduction," as defined in the PPA, and other practices that reduce or eliminate the creation of pollutants through: (a) increased efficiency in the use of raw materials, energy, water, or other resources; or (b) protection of natural resources by conservation.

Sec. 1008. "Greening the Government Executive Orders" means this order and the series of orders on greening the government including Executive Order 13101 of September 14, 1998, Executive Order 13123 of June 3, 1999, Executive Order 13134 of August 12, 1999, and other future orders as appropriate.

Sec. 1009. "Environmental aspects" means the elements of an organization's activities, products, or services that can interact with the environment.

THE WHITE HOUSE,

7-3-5-25
83 4/14/00

National Headquarters
LITERACY VOLUNTEERS OF AMERICA, INC.

635 James Street
Syracuse, NY 13203

PHONE (315)472-0001
FAX (315)472-0002

info@literacyvolunteers.org
www.literacyvolunteers.org

Staff Sec
JC

April 5, 2000

4-20 cc
To Burkhardt
for Reply

'00 APR 20 4P'28

The Honorable William Jefferson Clinton
President of the United States
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mr. President:

What is your favorite reason to read?

Secretary of Education Richard Riley has estimated that 40 to 44 million adults in the United States function at the lowest level of literacy skill. While most are not "illiterate" in the conventional sense of the word, they lack the skills necessary to be effective in an increasingly complex and technological society. As Vice President Al Gore said in January 1999:

America's competitiveness and the prosperity of our people in a changing economy depend increasingly on high-skill high-wage jobs. Realizing our potential will require investing in education and learning for all of our people throughout their lifetimes.

For 38 years, Literacy Volunteers of America, Inc. (LVA) has been a champion in the fight to create a literate nation. The organization started in founder Ruth Colvin's basement in Syracuse, NY in 1962, and has grown to more than 350 local programs in 42 states and the District of Columbia. We estimate that we have assisted more than one half million adults and their families to acquire literacy skills through volunteer tutors in their communities.

At the national level, LVA creates opportunities to increase awareness and understanding of literacy, and support for this critical work. Therefore, LVA has created an innovative online awareness campaign called *2000 Reasons America Should Read.*

LVA invites you, the First Family, and your staff to join us by submitting your favorite reasons to read. These reasons, along with other celebrity entries will be featured prominently on the opening page of the *2000 Reasons* website. Individuals across the US will be invited to submit their favorite reasons to read on-line. The reasons submitted from May 1 – September 30, 2000 will be posted on an electronic bulletin board accessible from the site, and entered into a lottery. Three names will be pulled at our national conference in Kansas City, MO on October 7, 2000 and the winners will be notified by mail.

I hope that you will join us in this unique endeavor to raise public awareness about literacy submitting your favorite reason to read. We would love to feature your personal reason prominently when we go live on May 1, 2000.

Sincerely yours,

Marsha L. Tait

Marsha L. Tait
President

POTUS Sig.

5127000 SO3 4/13/00

JONES VARGAS

ATTORNEYS AT LAW
THIRD FLOOR SOUTH
3773 HOWARD HUGHES PARKWAY
LAS VEGAS, NEVADA 89109-0949

TELEPHONE (702) 734-2220
TELECOPIER (702) 734-2722

E-mail Address
bjmill@jonesvargas.com

April 3, 2000

President William J. Clinton
The White House
1600 Pennsylvania Ave
Washington, D.C. 20500

Fax (202) 456-6220

4-20-00
To Burkhardt
for Reply
BC SIG
coord w/ Leg. NSC IGA

Dear Mr. President:

It was great to spend some time with you yesterday. Pursuant to your request, contained herein is additional background on the issues we discussed: the NCAA legislation banning legal betting on college sports and Newmont Gold's corporate presence in Uzbekistan. I also wanted to update you on recent activities of the Past Governors' Association.

As you are aware, the Senate Commerce, Science and Transportation Committee held a hearing last week on a proposal (S. 2267) by Senator McCain that would ban legal gaming on college sporting activities. As you know, Nevada is the only state in the country that allows legal wagering on college sports.

The genesis of this errant legislation is from a brief mention in the Gaming Impact Study Commission's findings. Instead of addressing the problem of illegal sports wagering directly, the NCAA has chosen this legislation as a feel good reaction to the problem. In fact, legal sports wagering constitutes only 1% of the betting nationwide and it was the legal sports books in Nevada that uncovered an illegal college basketball sports fix in Arizona.

While this legislation might make people feel good, the plain fact is it will not curb illegal sports betting. This effort is merely one to cover the fact that the NCAA failed to testify on this issue before the Commission and should be recognized as such. Nevada should not be made their scapegoat. As American Gaming Association Chair Frank Fahrenkopf so aptly testified in his prepared remarks before the Commerce Committee, "To ban college sports betting in Nevada to address this problem [illegal betting] would be like

APR 12 2000

shutting down Napa Valley to curb binge drinking on campus". Clearly the NCAA has to look within its own membership for a solution to this problem without blaming Nevada, which has the best gaming regulatory system in the world. I hope your staff will take a critical look at this bill as it progresses.

I also wanted to reiterate Newmont Gold's corporate status as the largest American business in Uzbekistan, where they operate the largest mine in the country. In addition, Newmont is the largest American based gold mining company in the world. I now serve on the Board of Directors for Newmont. It is my understanding that Secretary of State Albright will be in Uzbekistan somewhere between April 14th to the 17th. I have spoken to Secretary Albright's Chief of Staff, Elaine Shocus, in hopes that Secretary Albright might be able to recognize the potential $1 billion increase to the already significant investment Newmont has made in Uzbekistan and how good this is for both countries. Newmont President Wayne Murdock will be present in Uzbekistan during Secretary Albright's visit. Should you or your staff have an opportunity to facilitate something along those lines, it would be greatly appreciated.

Last, I wanted you to put in the back of your mind an organization I recently founded, the Past Governor's Association ("PGA"). The other Board Members are John Waihee, Stephen Merrill and David Beasley. This year I am the Chairman, and you may recall our Secretary-Treasurer Jim Martin, who recently retired from the National Governors' Association after many years of excellent stewardship. Zell Miller will be hosting the next PGA event in Atlanta. We had one last year in Las Vegas. We are developing an agenda and identity for this association. Please let me know if the PGA can assist you during the balance of your Presidency, or in the long term if there are ways we can assist or work with you.

I hope you were able to break 80 yesterday, I'd love to join you next time you are in town. I look forward to speaking with you soon,

Sincerely,

JONES VARGAS

Bob Miller

cc: gift
given mil unit
the balls —

WHITE HOUSE
WASHINGTON

April 20, 2000

Edwin L. Artzt
1 Proctor & Gamble Plaza
Cincinnati, Ohio 45202-3315

Dear Ed:

Thank you so much for the supply of "official" golf balls you sent me. Now that spring is here, I am sure that I will get plenty of use out of them.

All the best to you, and thanks again.

Sincerely,

Bill

EB doing letter

Helen Robinson

WHITE HOUSE GIFT REGISTER

GIFT INTENDED FOR

President [✓]

First Lady [ ]

Both/All [ ]

Chelsea [ ]

DONOR INFORMATION

Name: Edwin L. Artzt

Address: 1 procter & Gamble plaza

Cincinnati, OH 45202-3315

Phone:

PRESENTATION

Date: April 13, 2000

Handed to President [ ] Other Method [ ]

(Strata Brand Name)

Gift Description: Golf Ball - w/ presidential seal + Bill Clinton inscribed on each

6 Boxes - each contain 12 Balls

THE
PROCTER & GAMBLE
COMPANY

EDWIN L. ARTZT
CHAIRMAN OF THE BOARD
AND CHIEF EXECUTIVE OFFICER, RET.

1 PROCTER & GAMBLE PLAZA
CINCINNATI, OHIO 45202-3315

April 11, 2000

President Bill Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500-2000

PERSONAL

Dear President Clinton:

Spring is here. It's time to replenish the spirit and your supply of golf balls.

Enjoy!

Best regards,

Ed

E. L. Artzt

pb

Gwyn & Grants tow dealers?

Bakke ltr
AD
4/19
Sig per Nancy
Cleared by Spielvogel/CEQ
Camp/NSC

WHITE HOUSE

WASHINGTON

April 20, 2000

Mr. Dennis Bakke
President and Chief Executive Officer
The AES Corporation
1001 North 19th Street
Arlington, Virginia 22209

Dear Dennis:

Thank you for your letter. I enjoyed my visit to Bangladesh, and I was pleased to support the many investments that American companies, including AES, are making there.

I understand your concerns about the determination under review by the EPA to make coal ash a hazardous waste. My staff is currently working with the EPA and other agencies on this issue, and I have asked George T. Frampton, Jr., Acting Chair of the Council on Environmental Quality, to respond to you directly.

As we work toward a solution that is good for the environment and good for our economy, I'm grateful for your input. Best wishes.

Sincerely,

Bill

Staff ltr
3/28/00 POTUS sig

AES Corporation
The Global Power Company

March 22, 2000

Send to Burkhardt?
Yes ✓
No ___

Dennis W. Bakke
President
Chief Executive Officer

'00 MAR 28 PM3:34

The President
The White House
1600 Pennsylvania .
Washington, DC 2(

BC Sig
coord. w/ CEQ
Carol

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,

Den

DWB/jh

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

written
cc Susan Alvis (US

THE WHITE HOUSE

WASHINGTON

April 20, 2000

Patty Clary
1823 Monzingo
Magnolia, Arkansas 71753

Dear Patty:

Thank you for your letter. It was great to hear from you and to be reminded of old times. Your kind words of support mean a lot to Hillary and me.

Thanks, too, for letting me know about your friend from New Zealand and how helpful Nancy was. She always is! And I do appreciate your praise for her.

Take care, friend, and say hello to your family for me.

Sincerely,

Bill

Your praise is encouraging. Their job is hard, and often thankless

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4(3)

April 18, 2000

President Bill Clinton
The White House
Washington DC

Dear Mr. President:

I have not set down and written you in about a year and a half so I thought now was as good of time as any. I am very proud of your work at President of the United States. When I think back on our friendship during the 80's, when you and Hillary would come to Magnolia and I got to go around town with you, it really makes me feel good. We had some good times. Both of my kids are grown now. Holly is an English teacher in Truman, Arkansas, and Kathy is a freshman at Southern Arkansas University.

I wanted to also let you know how I really needed some help with a very dear friend of mine, Rachel Williams. She is an Occupational Therapist from New Zealand and has worked in Magnolia for over 7 years. Since moving to the States she has met and married an American. Rachel was having lots of trouble getting her employment authorization, so we wrote you a letter and faxed it to Nancy Hernreich. I wanted to personally thank Nancy for a job well done. As always, Nancy was very prompt. Also I would like to say a very special thanks to Susan Muir, from the INS. Susan was very prompt, courteous and very efficient. She was so professional and went out of her way to help my friend. If business across this country were as efficient as Susan, this country would be a much better place to live. I will never forget how kind and helpful she was to Rachel, and I appreciate her kindness.

I thought that was worth mentioning so I decided to drop you a line.

Well election season if officially geared up in Columbia County and the state. We have 4 Democrats trying to put Dickey to early retirement. I am hearing that the run-off will be between Ross and Harris, or perhaps even Ross and Smith. Here in Magnolia we have 4 running for Sheriff and 4 running for County Judge. Life in South Arkansas is never boring.

I hope you will be in Arkansas soon and perhaps I will get the chance to see you. Tell Hillary I hope she wins her bid for the Senate in New York. My only regret is that she did not come home and run against Hutchinson in two years.

Take care.

Respectfully yours,

Patty

Patty Clary
1823 Monzingo
Magnolia Ar 71753

2689

4-20-00

THE WHITE HOUSE

WASHINGTON

April 19, 2000

'00 APR 19 PM 7:20

I should probably call D'Alema

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: SAMUEL BERGER

SUBJECT: Italian Government Falls

Italian Prime Minister D'Alema resigned today following the center left's crushing defeat in Sunday's regional elections. President Ciampi will now consult with advisors and Italian political leaders on the formation of a new government. Ciampi's most likely options are either to (1) appoint someone to lead a "technocratic" caretaker government, or (2) ask another center left politician to replace D'Alema and form a new coalition government.

Ciampi will be seeking a government arrangement that can last at least through an important national referendum on electoral reform scheduled for May 21, and with luck until national elections due in April 2001. No clear front-runner has emerged, but several names have been floated, including Treasury Minister and former PM (92-93) Giuliano Amato, Bank of Italy President Antonio Fazio and Mayor of Rome Francesco Rutelli. Foreign Minister Lamberto Dini is considered a long shot as a technocratic candidate. Prodi has stated he is not a candidate, and will complete his terms in Brussels.

Ciampi is not expected to complete his consultations on a new government (Italy's 58th since World War II) before Thursday. Once he nominates a new Prime Minister he will seek Parliament's approval in advance of Italy's traditional Easter break, which begins Sunday. In the meantime, we anticipate no significant disruptions in our bilateral relations, with routine business continuing as usual through senior ministry and working level contacts.

Copied
Berger
Podesta

cc: Vice Pres
Chief of

~~Sanny~~

where is

the letter?

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THE PRESIDENT HAS SEEN
4-20-00

S. African President Escalates AIDS Feud

Mbeki Challenges Western Remedies

By Barton Gellman
Washington Post Staff Writer
A1

South African President Thabo Mbeki has stepped up an emotional controversy over his country's response to AIDS, saying Africans should chart their own course on the disease with help from, among others, scientists who dispute the prevailing views in the West on the causes and treatment of the disease.

At loggerheads for months with his own medical establishment over the pandemic that is killing millions of South Africans, Mbeki has now raised the dispute to the international arena with a passionate defense of his approach to the crisis in a letter dispatched this month by diplomatic pouch to President Clinton and other heads of state.

Avowing skepticism about the relevance of Western medical models to the "uniquely African catastrophe" of AIDS, Mbeki wrote in the hand-addressed letters that it "would constitute a criminal betrayal of our responsibility to our own people" to mimic foreign approaches to treating the disease. He insisted on South Africa's right to consult dissident scientists who deny that the human immunodeficiency virus, or HIV, causes AIDS. And he accused unnamed foreign critics of launching a "campaign of intellectual intimidation and terrorism" akin to medieval book-burnings and "the racist apartheid tyranny we opposed."

The African continent, where AIDS continues to spread exponentially, faces an unprecedented demographic upheaval caused by the disease. Recent estimates project that several sub-Saharan nations, including South Africa, will lose a quarter of their populations to AIDS by 2010. An estimated 4.2 million South Africans are infected with HIV, with 1,700 people newly infected every day.

Several Clinton administration officials and foreign diplomats expressed dismay at Mbeki's decision to intensify what they see as a diversionary dispute and to bring it to a potentially volatile international forum. One official made a copy of the letter available to The Washington Post, and South Africa's U.N. ambassador, Dumisani Kumalo, confirmed its authenticity. Kumalo said it had been sent to Clinton and U.N. Secretary General Kofi Annan, among others.

Mbeki's words resonate widely because his nation's new democracy and advanced industry make it a natural leader on the continent, a status acknowledged in its selection as host of this year's international conference on AIDS. So stunned were some officials by the letter's tone and timing—during final preparations for July's conference in Durban—that at least two of them, according to diplomatic sources, felt obliged to check whether it was genuine.

"There has never been a significant international political controversy over AIDS," said one top-level multinational official. "This could be the seed of one."

Fearing just that, the Clinton administration restricted distribution of the five-page letter, dated April 3, in an effort to prevent it from becoming public. Asked for official comment, senior managers of U.S. policy toward Africa concentrated their remarks on areas of agreement with Mbeki.

"It was clearly impassioned in parts, but I thought much of its substance was quite logical and quite compelling," said Assistant Secretary of State Susan Rice, reached by phone in London. "I mean, he clearly acknowledges the severity of the HIV-AIDS problem in Africa and in South Africa in particular, and he goes through a persuasive description of the efforts that have been undertaken by his administration. . . . I don't read Mbeki's intent as trying to pit south versus north on the issue. He's making a pretty simple point, which is, 'This is a hell of a serious problem for Africa, and we don't want to be constrained in the universe of solutions that are available to us.' "

Behind the scenes, the administration—along with allies in foreign capitals and at the World Health Organization and U.N. AIDS program in Geneva—is trying to tamp down the rhetoric and ensure that Mbeki does not perceive fresh insults from abroad, officials said.

Sandra Thurman, director of the White House office of national AIDS policy, met Friday in Atlanta with South African Health Minister Manto Tshabalala-Msimang and Ambassador Makate Sisulu. Thurman would not comment on "any specific correspondence between the president and any other president," but she made clear that the substance of Mbeki's letter had been their focus.

"We did talk about how important it is to make sure we're spending most of our time and energy focused on doing the things we know how to do to stop this epidemic," she said. "We need to make sure the conversations we're having move us forward rather than polarizing us."

Mbeki's letter to foreign leaders begins with much the same point. He describes former president Nelson Mandela's decision in 1998 to mobilize national efforts against AIDS, creating a ministerial task force and a national education campaign on the use of condoms and practice of safer sex. "Similarly," he said, "we are doing everything we can, within our very limited possibilities, to provide the necessary medicaments and care."

Medicine is at the heart of the problem for South Africa, as for all developing nations. In the wealthy nations of the West, "cocktails" of anti-retroviral drugs have made it possible—at a cost per patient exceeding $10,000 a year—to live indefinitely with HIV. "In the rural parts of South Africa, where they can't even afford dinner, they're not going to buy cocktail drugs," Kumalo said.

Nor is the government planning to buy the expensive drugs. But activists at home are putting growing pressure on Mbeki to provide AZT or Nevirapine, two drugs that have been effective in preventing mother-to-child transmission, to rape victims and pregnant women without charge. More than one in five pregnant South Africans has HIV, and there is at present no effort to block infection of their children.

Perhaps because the Western treatments are budget-breakers, Mbeki is said by officials who know him well to have spent a great deal of time browsing the Internet for information on AIDS. Late last year he came across Web sites that popularize the theories of Berkeley biochemist Peter Duesberg, the best-known proponent of the view that HIV does not cause AIDS and that treatment with drugs such as AZT does more harm than good. Last month, Mbeki placed a call to Duesberg's ally, David Rasnick. Among virtually all public health professionals, Duesberg's and Rasnick's views are seen as discredited.

Even so, their work formed part of the basis for a speech Mbeki made to Parliament late last year and for more recent statements by his health minister blaming Nevirapine—against the judgment of most South African scientists—for a series of recent deaths in clinical trials. Those remarks came under harsh public attack from South African doctors and clergymen, and some foreign AIDS experts have begun to talk of boycotting the Durban conference.

Mbeki's letter, turning to this controversy, shifted abruptly in tone. "In an earlier period in human history," he wrote, speaking of the dissident scientists, "these would be the heretics that would be burnt at the stake! . . . The day may not be far off when we will, once again, see books burnt and their authors immolated by fire by those who believe that they have a duty to conduct a holy crusade against the infidels."

A trained economist who sprinkles speeches with poetry, Mbeki is widely seen by South Africans—black and white—as an intellectual with a mastery of policy detail. Unlike his predecessor, however, Mbeki is wary of all but his closest advisors, and some foreign officials say that frame of mind is central to the present dispute.

"It may be that these comments are extravagant," Mbeki writes near the close of the letter. "If they are, it is because in the very recent past, we had to fix our own eyes on the very face of tyranny."

Correspondent Jon Jeter in Johannesburg contributed to this report.

The Washington Post

Wednesday, April 19, 2000

USDA

United States Department of Agriculture
Rural Development

Rural Business–Cooperative Service • Rural Housing Service • Rural Utilities Service
Washington, DC 20250

THE PRESIDENT HAS SEEN
4-20-00

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April 13, 2000

Ms. Nancy Herneich
Director of Oval Office Operations
The White House
2nd Floor
Washington, DC 20502

Dear Ms. Herneich: Nancy

Please see that the President gets the enclosed magazine. I thought he might like to keep this as a memento to his new Market Initiative and the Public/Private Partnership Between Burger King Corporation and Restaurant Services, Inc.

I appreciate your cooperation in this matter.

Sincerely,

To Burkhardt
for Reply
coordinate
w/ NEC
4-20-00

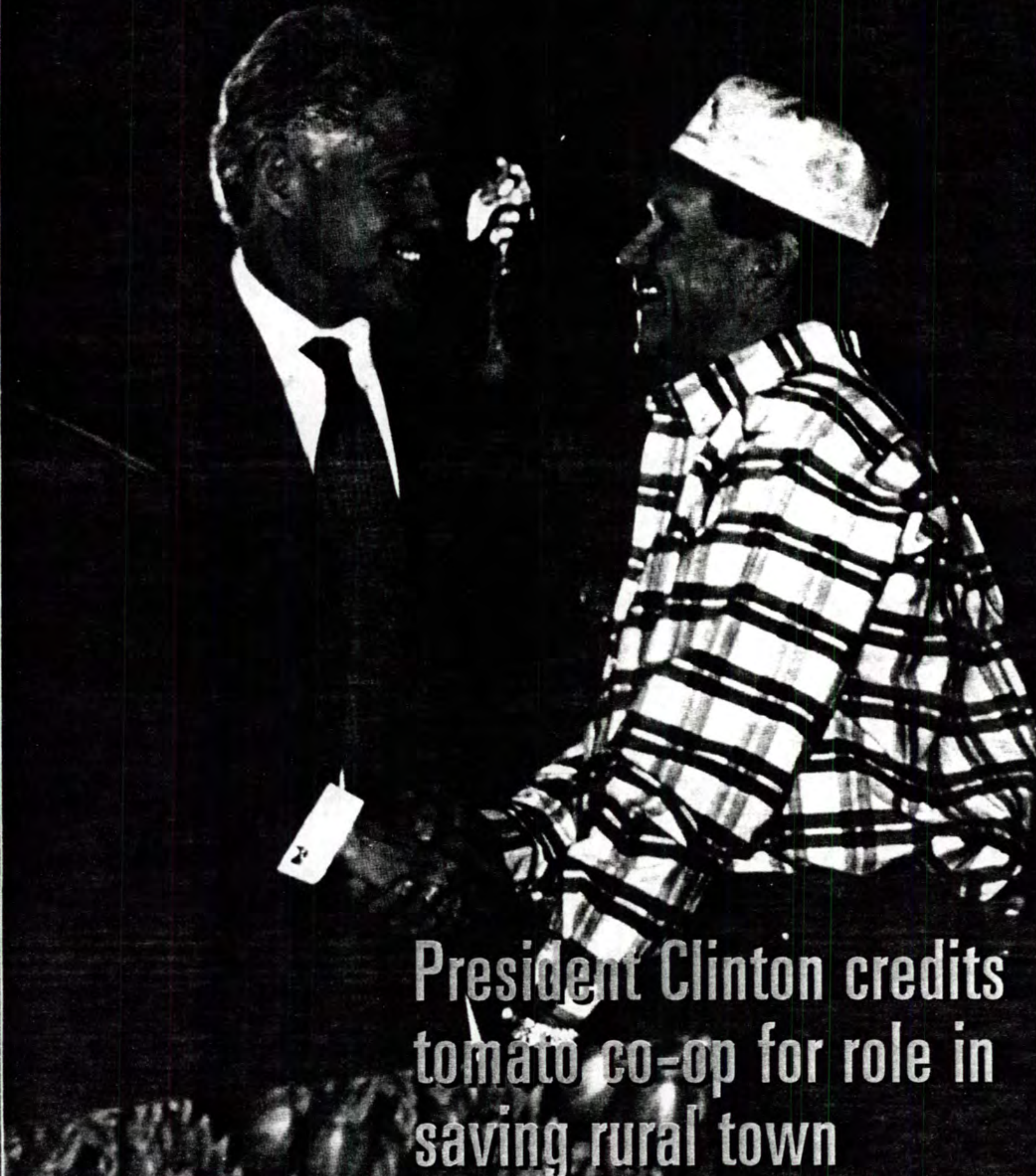
WILBUR T. PEER
Associate Administrator
Rural Business-Cooperative Service

Enclosure

Rural COOPERATIVES

USDA / Rural Development

November/December 1999



President Clinton credits tomato co-op for role in saving rural town

Rural COOPERATIVES

November/December 1999 Volume 66 Number 6

F E A T U R E S

D E P A R T M E N T S

On the Cover:

President Clinton praised Hermitage Tomato Co-op Association President Randy Clanton and his fellow co-op members for helping to revive the fortunes of Hermitage, Arkansas. The president used the co-op's packing house for the latest stop on his "New Markets Initiative" tour, designed to show the importance of investing in depressed rural areas. Story on page 4. *USDA photo by Anson Eaglin*

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Have a cooperative-related question?
Call **(202) 720-6483**, or
Fax **(202) 720-4641**, Information Director,

This publication was printed with vegetable oil-based ink.

USDA United States Department of Agriculture

ROBERT L. MCGINNIS
401 Country Club Road
West Memphis, AR 72301

Telephone: (870) 732-4044
Facsimile : (870) 732-4500

cc: Lynn Cutler
Taylor Matthews
what is the deal here?

April 20, 2000

To Dan B
for reply
coordinate w/ Lynn Cutler
+ OMB

Ms. Nancy Hernreich
White House
1600 Pennsylvania Ave
First Floor West Wing
Washington, DC 20500

Dear Nancy:

I will Fed Ex to you today a copy of the Transportation Technology training proposal. As I am sure you will agree, this project has tremendous potential for our region and the legacy of President Clinton and Secretary Slater in the Delta.

Both the President and Secretary Slater have made numerous comments as to their commitment to the implementation of this project, including visiting the Mid-South campus last December. However, the project was not included in the new budget; and, as of yet, no other potential sources for federal funding have been identified.

Specifically what needs to occur is for some portion of the $30 million facility requirement for this project to be funded from the federal level. If this can occur, then the premise is that the remainder of the facilities requirement can be funded from either the state or private sector. Ongoing operational funding will be derived from a combination of Federal grants, state higher education funds and training fees paid by the private sector.

Obviously, we have a narrowing window of opportunity for this project to be a part of this administration's list of accomplishments. If we are to be successful in this effort, your role is critical.

Please call me at 870-732-4044 with any directions or advice that you may have.

Thank you,

Bob McGinnis

Robert L. McGinnis

ROBERT L. MCGINNIS
401 Country Club Road
West Memphis, AR 72301

Telephone: (870) 732-4044
Facsimile : (870) 732-4500

April 20, 2000

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First Floor West Wing
Washington, DC 20500

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Thank you,

Bob McGinnis

Robert L. McGinnis

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REVISED APRIL 10, 2000