

8-24-00 JP- This is very good
Are you sure this!

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Pellesta

com

THE NATION'S NEWS

Ewing may leave Knicks for Seattle

Biggest NBA trade ever could involve four teams, 13 players, 1, 10C

By Ed Betz, AP

Baseball braces for free agent race, 1, 5C

Tuesday, August 22, 2000

Newsline

■ News ■ Money ■ Sports ■ Life

■ Interest rate outlook pushes up markets

Dow Jones industrial average jumps 33.33 points to 11,079.81; Nasdaq index climbs 22.81 to 3953.15; 30-year Treasury bond yield rises 5.71%. 1, 4B.

► USA TODAY Internet 100 rises 2.49 to 158.68. 4B.

► Japan's Nikkei is up 157 points, 1.0%, to 16,197 at 1 a.m. ET today; yen is 108.45 per dollar. Hong Kong's Hang Seng index is up 109 points, 0.6%, to 17,611.

White House travel tab tops \$292 million

The Pentagon has spent \$292.4 million shuttling President Clinton, the first lady, Vice President Gore and others to foreign lands since 1997, congressional auditors say. Clinton had been critical of President Bush in the 1992 presidential campaign for spending too much time on foreign affairs. 5A.



By Shawn Spence for USA TODAY

More deaths linked to tires

At least three people have died while riding in vehicles with recalled Firestone tires since the recall started two weeks ago. Like many who have the tires on their automobiles, George Meissner, above, of Indiana, says he worries about driving. 1-3B.

Bush assails state of military

Texas Gov. George W. Bush says the Clinton administration has let the military decay, and reiterates his pledge for a \$5 billion infusion during speech at Veterans

Nomination blocked



By Rudy Gutierrez, El Paso Times

Moreno: Nominated to the 5th Circuit appeals court Sept. 16, 1999. Republican Texas senators blocked his nomination May 5.

Confirmed after 1½ years



By Hyungwon Kang, Los Angeles Times

Morrow: Nominated June 25, 1996, to a federal district court in California. Confirmed by the Senate on Feb. 11, 1998.

Confirmed after 2



By Stephanie Turner, The Porterville (Calif.) Times

Berzon: Nominated to the 9th Circuit appeals court Jan. 27, 1998. Confirmed by the Senate last March 9.

Confirmed after 4 y



By Hugh Williams, Daily Journal (Los Angeles)

Paez: Nominated to the 9th Circuit on Jan. 25, 1996. Confirmed by the Senate last March 9, more than four years later.

Politics snares court of minorities and

*Sunday
Buty good*

8-24-00

ONDCP: August 23, 2000

**MEXICAN COUNTER-DRUG PERFORMANCE
DURING THE ZEDILLO ADMINISTRATION**

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Berger
Podesta*

Accomplishments

Eradication.

- Opium poppy cultivation declined 30% in 1999
- Marijuana cultivation down 20% in 1999 due to drought and eradication.

Interdiction.

- Over 40 tons of cocaine seized in 12 months ending July 2000.
- Cooperation between Mexican Navy and US agencies was the main factor.

Demand reduction.

- Government acknowledged increasing domestic drug abuse threat.
- Three high-profile annual bilateral government/NGO conferences of educators, scientists, and political leaders in El Paso, Tijuana, and Phoenix.

Challenges

Corruption

- Elite police units never realized their potential. Sensitive Investigative Unit in Mexico City wracked by corruption. Border Task Forces are undermanned.
- State and municipal police departments protect major traffickers.

Weak judicial system.

- Powerful traffickers are released.
- Extradition of nationals is unusual. Pending court challenges threaten to make extradition of Mexican nationals impossible in the future.

The Way Ahead

- Keep the military involved in eradication and elite unit operations.
- More funding, better training, and tighter controls for vetted police units.
- Retain high-level US/Mexico political cooperation mechanism.
- Expand bilateral demand reduction programs.

American Muslim Council
1212 New York ave., Suite 400
Washington, D.C. 20005

8-24-00

Handwritten:
Sterling & Brown
Fajr - Muslims
Constitution to be very
different by (1) - it's
important without constitution
to have people thinking up ideas
or presenting questions - potential
frustration

The Honorable William Jefferson Clinton
President
United States of America

Handwritten signature: WJC

American Muslim Council

8-24-00

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Mr. Mujahid Ramadan

Dr. Nedzib Sacirbey

August 22, 2000

The Honorable William Jefferson Clinton
President
United States of America

Dear Mr. President,

Executive Director

Mr. Aly R. Abuzaakouk

On behalf of the members of American Muslim Council, the Arab American Community and myself I would like to thank you for all the initiatives you have taken toward the American Muslims. We salute you and commend you for your considerate attention.

Board of Advisors

Dr. Humaira Afzal

Mr. Bashir Ahmed

Mr. Saleem Ahmed

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Mr. Ali Khan

Dr. Rashid Afzal Makhdoom

Mr. Michael McClain

Imam W.D. Mohammed

Mr. Hesham Reda

Mr. Wajdi A. Said

Imam Yusuf Saleem

Dr. Attia Sweillam

I would like to take this opportunity to bring to your attention a couple of issues that are very painful to our community.

Mr. President, I respectfully request that you review the cases of Dr. Anwar Haddam and Dr. Mazen Al-Najjar who have been jailed over three years under secret evidence laws. As Americans, we believe these individuals should either be given their day in court or released.

The second issue is related to the status of Jerusalem. Mr. President, this issue is sensitive to the entire Muslim community on the planet. I urge you to maintain a fair and impartial position on this matter.

Finally, I would like to convey the request of millions of American Muslims as well as non Muslims, to separate the military embargo on the Iraqi regime from the economic embargo, which as you know has been devastating to the weakest members of the Iraqi people; the children, women and elderly.

Respectfully yours,


Yahya M. Basha, M.D.
President
American Muslim Council

Can we send to
Correspondence for
letter? B

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EB - PLS
CHECK OUT
W BETTY -
I DONT
KNOW
BACKGROUND
ON THIS
@
8-24-00

Mr. Eric Hothem
Office of The First Lady
Fax: 202-456-6771

8-24-00
To Eugenie
for Reply

Dear Eric,

Attached please find the directions to Linda's Summerland house.

Also, I have a couple of requests to make. First, we would like to get a note from the President for:

Michael Klausman
CBS Studio Center
4024 Radford Ave.
Studio City, CA 91604

which reads something along the lines of, "Thank you for all your support, and for being so nice to my friends."

Second, we'd like to request a photo of the President with something like, "Thank you for all your support"

Could you please send both the note and photo to possible, could we get them within the next few weeks?

Eric, I really appreciate anything you can do to help. Please call if you need anything -- 818-855-5779.

Sincerely,



Adrienne Crow

Betty-
Eric Hothem asked
that I pass the
highlighted request
on to you. We have
already taken care
of the photo. Thanks
so much. Kim Henry
x66321

MOZARK PRODUCTIONS

August 15, 2000

Mr. Eric Hothem
Office of The First Lady
Fax: 202-456-6771

Dear Eric,

Attached please find the directions to Linda's Summerland house.

Also, I have a couple of requests to make. First, we would like to get a note from the President for:

**Michael Klausman
CBS Studio Center
4024 Radford Ave.
Studio City, CA 91604**

which reads something along the lines of, "Thank you for all your support, and for being so nice to my friends."

Second, we'd like to request a photo of the President signed to Carla Whalen, with something like, "Thank you for all your support. Best wishes."

Could you please send both the note and photo to our office? And if at all possible, could we get them within the next few weeks?

Eric, I really appreciate anything you can do to help us with this. Please give me a call if you need anything -- 818-855-5779.

Sincerely,



Adrienne Crow

HOGAN & HARTSON
L.L.P.

DR. CHRISTINE M. WARNKE
GOVERNMENTAL AFFAIRS ADVISOR
(202) 637-5645
CMWARNKE@HHLAW.COM

COLUMBIA SQUARE
555 THIRTEENTH STREET, NW
WASHINGTON, DC 20004-1109
TEL (202) 637-5600
FAX (202) 637-5910

August 23, 2000

8-24-00
Scheduling
For Reply

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

Dearest Mr. President:

I am writing this letter to inform you that I had every best intention to be in Nigeria as the Nigerian people honor you this coming Saturday. I had even reached Gatwick Airport in London on the first leg of my trip but unfortunately due to scheduling conflicts and health events surrounding my young daughter, I had to immediately return to the United States.

You are loved by the African people and advocates of Africa because you have demonstrated your unprecedented commitment to the continent during your entire tenure as President of the United States. Through your incredible leadership, your efforts have laid such a strong foundation for Africa that the strength of these new-found ties between our peoples cannot and will never be reversed nor broken. I am personally proud of your humanitarian spirit and this sentiment is shared by so many Americans.

I have a passion for Africa and its people. For example, I am working very closely with Reverend Leon Sullivan, founder and chair of OIC International. One of the initiatives in Africa is Reverend Leon H. Sullivan's "Food for Peace Program" which I understand you will be announcing in Nigeria and Tanzania. In addition, you were honored at an OIC International's Health Symposium that I spearheaded with Leon Sullivan on July 17, 2000 in Philadelphia, Pennsylvania. This first ever symposium focussed on African and African American Women's and Children's Health. Specific attention was paid to HIV/AIDS in Sub-Saharan Africa and I want to thank you for your compassionate insight and leadership on this crisis.

BRUSSELS BUDAPEST LONDON MOSCOW PARIS PRAGUE WARSAW

WASHINGTON, DC COLORADO SPRINGS, CO DENVER, CO LOS ANGELES, CA McLEAN, VA NEW YORK, NY ROCKVILLE, MD

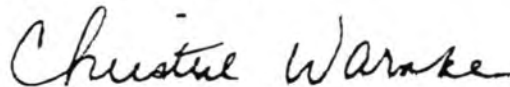
*Affiliated Office

One of my objectives for this trip was to launch an "Airline Ambassadors" program in Nigeria which would have brought thousands of medical and school supplies to those children in most need. This will be realized very soon and I was hoping that my presence in Nigeria would have expedited this "Airline Ambassadors" initiative.

When you return from Africa, I would appreciate having an opportunity to brief you on the number of humanitarian projects that might be of interest to you. One of the initiatives I am currently engaged in is to create a "Children's Health Foundation" that can deal with the growing problem of orphaned children in Africa. As you may not know, my two children come from orphanages in Russia. Because Africa does not have orphanages, this might be an opportunity to develop similar institutions so that children can be nurtured in more caring and secure environments.

I wish you a most fruitful and safe visit to Africa and look forward to your return. I can be reached at 202-637-5645.

With utmost admiration,

A handwritten signature in cursive script that reads "Christine Warnke".

Christine Warnke

HOGAN & HARTSON L.L.P.

COLUMBIA SQUARE
555 THIRTEENTH STREET, N.W.
WASHINGTON, DC 20004-1109

Tel.: (202) 637-5600
Fax: (202) 637-5910

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NEW YORK, NY (THIRD AVE)
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**Affiliated Office*

IMPORTANT NOTICE TELECOPY/FACSIMILE COVER LETTER

TO: Justin Cooper/Betty Currie

DATE: 08/23/00

FROM: _____

TIME: 4:40 PM

TOTAL NO. OF PAGES, INCLUDING COVER: 3

The attached information is **CONFIDENTIAL** and is intended only for the use of the addressee(s) named above. If the reader of this message is not the intended recipient(s) or the employee or agent responsible for delivering the message to the intended recipient(s), please note that any dissemination, distribution or copying of this communication is strictly prohibited. Anyone who receives this communication in error should notify us immediately by telephone and return the original message to us at the above address via the U.S. Mail.

MESSAGE:

thank you, Justin. I can be reached at the following numbers (202-637-5645 or 202-966-2312 (cell phone 236-5790))

FOR INTERNAL PURPOSES ONLY

TELECOPY/FAX NUMBER: 456-1210

CLIENT NUMBER: _____

ATTORNEY BILLING NUMBER: _____

CONFIRMATION NUMBER: _____

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Tel Aviv

8-24-00
To Agency Liaison?
Yes ☒ No ☐
B.

MEMORANDU

TO: Ms. Betty W
Personal Secretary to the President

FROM: Weldon H. Latham

DATE: August 24, 2000

RE: Package for the President Concerning t
Order

Thank you for assisting me in providing the e
sent to the President last week concerning the need
have spoken to the President about scheduling a me
certainly before the 30th Annual Congressional Blac
Conference, which convenes the week of September
President's staff are aware of this issue.

Again I appreciate your assistance in getting this to the President.

Enclosure

WAS1 #865217 v1

TO: DELIA FUR
REPLY

COORDINATE W/
SCHEDULING.

PER MARIA E. E.C.
IS BEING WORKED ON.
COORDINATE REPLY W/
CMR.

cc: SCHEDULING

RED
BT
Cpl's
check
next
corr. on
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HOLLAND & KNIGHT LLP

2100 Pennsylvania Avenue, N.W.
Suite 400
Washington, D.C. 20037-3202

202-955-3000
FAX 202-955-5564
www.hkllaw.com

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	Tel Aviv

MEMORANDUM

TO: Ms. Betty W. Currie
Personal Secretary to the President

FROM: Weldon H. Latham

DATE: August 24, 2000

RE: Package for the President Concerning the Need for a New Executive Order

Thank you for assisting me in providing the enclosed copy of the package we sent to the President last week concerning the need for a new Executive Order. I have spoken to the President about scheduling a meeting to discuss this matter, certainly before the *30th Annual Congressional Black Caucus Legislative Conference*, which convenes the week of September 18th. Various members of the President's staff are aware of this issue.

Again I appreciate your assistance in getting this to the President.

Enclosure

WAS1 #865217 v1

NATIONAL COALITION OF MINORITY BUSINESSES

2100 Pennsylvania Avenue, N.W.

Washington, D.C. 20037

(202) 663-7256

MEMORANDUM

TO: THE PRESIDENT AND VICE PRESIDENT OF THE UNITED STATES

FROM: Weldon H. Latham
General Counsel, National Coalition of Minority Businesses

DATE: August 14, 2000

RE: Proposed Executive Order to Enhance Inclusion of Minority Business Enterprises ("MBE") in Federal Procurement / Reverse Trend

As we have previously discussed -- Mel Clark and I have sought to focus your attention on the unnecessary and precipitous decline in Federal contracts awarded to minority business enterprises ("MBEs") and the need for your decisive action (a view shared by both the Congressional Black and Hispanic Caucuses). In April, I provided Memoranda on this subject (copies attached), which included a carefully prepared *draft* Executive Order to effectively address this problem.

The challenges facing MBE efforts and the need for your Administration to *again* reenergize the Federal government's support of MBEs have recently become a subject of media attention (*see* enclosed July 27th and August 31st *Washington Post* articles and my July/August *Minority Business Entrepreneur* article).

A concerted effort from the top is necessary to address the hostile environment that continues to unfairly exclude well-qualified MBEs, and Administrative initiatives are desperately needed to ensure efforts to achieve diversity. In the waning days of this *most* inclusive Administration, it is critical that the White House act forcefully to: (1) promptly promulgate the Executive Order and (2) direct the Office of Management and Budget and Small Business Administration to vigorously implement actions to energize the Federal bureaucracy to again fully utilize MBEs.

The President and Vice President of the United States
August 14, 2000
Page 2

Absent your prompt, assertive action -- your MBE legacy (which has already begun to dissipate before the end of your tenure) will cease to thrive. Hence, we renew our request for an immediate meeting with you and prompt action by the Administration to restore significant MBE inclusion in Federal procurement.

As always, please do not hesitate to call upon me if I can be of further assistance to the Administration.

Enclosures

cc: Honorable John Podesta
Chief of Staff

Honorable Aida Alvarez
SBA Administrator

Honorable Charles Burson
Assistant to the President and
Chief of Staff and Counselor to the Vice President

Honorable Minyon Moore
Assistant to the President and
Director of Political Affairs

Honorable Maria Echaveste
Assistant to the President and
Deputy Chief of Staff

Honorable Alvin B. Brown
Senior Advisor to the Vice President and
Vice Chairman, Community Empowerment Board

Honorable Ben Johnson
Assistant to the President and Director of White House
Office on the President's Initiative for One America

Honorable Melvin E. Clark, Jr.
Director, Overseas Private Investment Corporation

ENCLOSURES

- Tab 1 April 13, 2000 Memorandum to The President and Vice President of The United States concerning the need for a Minority Business Enterprise Executive Order (EO).
- Tab 2 April 13, 2000 Memorandum to Congressman Clyburn et al. regarding the need for a Minority Business Enterprise EO.
- Tab 3 April 26, 2000 Memorandum to White House Chief of Staff John Podesta, recommending that the EO be discussed with the President at a meeting that the President previously requested to discuss MBE policy.
- Tab 4 May 17, 2000 final draft EO.
- Tab 5 "SBA Acts to Promote Bite-Sized Contracts," *The Washington Post*, July 27, 2000.
- Tab 6 "Small Business, Less Preference," *The Washington Post*, July 31, 2000.
- Tab 7 "Continued Vigilance and Leadership Make a Difference, But...It's time for the President to reenergize the Federal government's support of minority business." *Minority Business Entrepreneur* magazine, July/August 2000.

MEMORANDUM

TO: THE PRESIDENT AND VICE PRESIDENT OF THE UNITED STATES

FROM: Weldon H. Latham

DATE: April 13, 2000

RE: Need for Presidential Action to Mandate Federal Agency Procurement from Minority Business Enterprises ("MBE") and End the Recent Decline

When we spoke at the White House last week at the "National Call to Action" on the Digital Divide, Mr. President, I mentioned that I wanted to meet with you to share ideas on ways to improve the Federal Government's utilization of minority businesses (which has recently declined). I am anxious to meet with both you and the Vice President to discuss this important issue.

I recently learned that your staff is meeting later today with leaders of the Congressional Black and Hispanic Caucuses to discuss the downward trend in utilization of SBA's 8(a) Program and wanted to share a major recommendation. I strongly urge you to issue a new Executive Order to build on your pro-MBE policies, including Executive Order 12928. **A new Executive Order is urgently needed because (1) procurement streamlining (bundling), (2) the aftermath of the *Adarand* decision, and (3) actions of the majority in Congress – have all contributed to a growing mind-set within certain elements of *your* Administration that minority business procurement is not important.** The new Executive Order should, at a minimum:

1. Require that Departments and Agencies conduct annual reviews of the level of MBE participation, including utilization of 8(a)s, MBEs, and Small Disadvantaged Businesses ("SDB").
2. Require that agencies take concrete action to annually improve utilization and participation of 8(a)s, MBEs, and SDBs in Federal procurement.
3. Reiterate responsibility at the Cabinet, procurement, and policy levels to ensure increased MBE participation, including opening new opportunities in areas of procurement where 8(a)s, MBEs, and SDBs have heretofore been virtually excluded.
4. Direct GSA to expand inclusion of 8(a)s, MBEs and SDBs in GSA Schedule procurements and assist them in participating more fully in that program.

I look forward to arranging a time in the near future to meet with you to discuss these matters more fully. As you well know, institutionalizing these achievements of your Administration in MBE development, fairness and participation is imperative to maintain your legacy of inclusion.

THE PRESIDENT AND VICE PRESIDENT

April 13, 2000

Page 2

cc: Honorable John D. Podesta
Chief of Staff to the President

Honorable Charles W. Burson
Assistant to the President and Chief of Staff and
Counselor to the Vice President

Honorable Minyon Moore
Assistant to the President and Director of Political Affairs

Honorable Alvin Brown
Executive Director, White House Community Empowerment Board

WHL:MRH:crw:918689

Via Facsimile

TO: Honorable James E. Clyburn
Honorable Lucille Roybal-Allard
Honorable Robert A. Underwood
Honorable Nydia M. Velazquez
Honorable Albert R. Wynn

FROM: Weldon H. Latham, General Counsel
National Coalition of Minority Businesses ("NCMB")

DATE: April 13, 2000

RE: **Pre-Briefing for April 13th White House Meeting and Need for an Executive Order Supporting Minority Business Enterprises ("MBE")**

On behalf of NCMB, the following are comments and recommendations in advance of the White House meeting we understand is scheduled this afternoon to discuss declining MBE inclusion in Federal procurement. This Memorandum discusses reasons for the recent declines in Federal MBE contracting and recommends that President Clinton issue a new Executive Order to address these issues.

Current major obstacles to MBE contracting with the Federal Government include (i) acquisition "reform" and the negative effects of Federal contract bundling, (ii) the legal and policy challenges in the aftermath of the Supreme Court *Adarand* decision, (iii) a Congressional majority often openly hostile to MBE interests, (iv) Agency over-reliance on subcontracting through major prime contractors rather than MBE prime contracts, which injures MBEs in various ways (*see* attached NCMB Position Paper), and (v) bureaucratic ignorance of or indifference to MBE programs and Administration MBE goals and commitments.

As you know, the combination of these factors has had a tremendously negative effect on Federal MBE contracting – the decline in agency utilization of the Small Business Administration ("SBA") Section 8(a) Program, from \$6.5 billion in fiscal year 1998 to an estimated \$6.1 billion in fiscal year 1999, is but one of the results. While there are many instances where bundling or alleged fear of an *Adarand* challenge have had a specific, negative effect, **the most damage has been caused by a growing mind-set within certain elements of many Federal agencies that minority business procurement is**

ShawPittman

April 13, 2000

Page 2

not important. This is true even in agencies with very strong leadership on the MBE issue. In almost all agencies there remain pockets of Federal procurement that have still in 2000 seldom, if ever, utilized a minority contractor. A new, strong statement from the President and re-energized leadership from the Cabinet, procurement officials and all policy managers is urgently required to institutionalize and re-emphasize the importance of MBE inclusion in Federal procurement.

Recommendation

As you all know, on September 16, 1994, the President issued Executive Order 12928, "Promoting Procurement with Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals . . ." The stated purpose of this Executive Order was "to enforce rigorously the letter and spirit of public laws and promote increased participation in Federal procurement" by SDBs, *et al.* This little known Executive Order has been overcome by the aforementioned events and, thus, has become inadequate and must be updated, expanded, and publicized.

As the President nears the end of his second term, he should preserve his legacy as the strongest White House supporter thus far of MBE development and inclusion, by issuing a new Executive Order which addresses today's challenges and officially proclaims our Government's *renewed commitment* to fairness and inclusion. The goal of this Executive Order would be to *institutionalize* the best practices of support for MBEs throughout the ranks of every Federal agency. The Executive Order should, at a minimum:

1. Require that Departments and Agencies conduct annual reviews of the level of MBE participation, including, utilization of 8(a)s, MBEs, and SDBs.
2. Require that agencies take concrete action to annually improve utilization and participation of 8(a)s, MBEs, and SDBs in Federal procurement.
3. Reiterate responsibility at the Cabinet, procurement, and policy levels to ensure increased MBE participation, including opening new opportunities in areas of procurement where 8(a)s, MBEs, and SDBs have heretofor been totally excluded.
4. Require that Federal agencies emphasize prime contract opportunities over subcontracting opportunities, without permitting prime contractors to retreat from commitments to use MBE subcontractors.

ShawPittman

April 13, 2000

Page 3

5. Direct GSA to aggressively assist 8(a)s, MBEs and SDBs to secure GSA schedule contracts and participate more fully in that program.

Obviously, MBE inclusion in Federal procurement is extremely complex and this is by no means a comprehensive memorandum on the subject. We would be pleased to meet with you to discuss this subject in more detail, but I hope that this Memorandum will be of assistance in your meeting at the White House. Please do not hesitate to contact me if I can be of further assistance.

Attachment

WHL:MRH:cw 918834

National Coalition of Minority Businesses (NCMB)
Position Paper
Minority Businesses Concerns with Tiered Contracting

Many government agencies and corporations have implemented measures to ensure that minority owned businesses are afforded opportunities to provide goods and services to their organizations. One of the initiatives employed in support of these efforts is to require 1st tier suppliers, those companies holding direct contracts with the organization, to subcontract some subset of the requirements to minority owned businesses. The minority business would thus become a 2nd tier supplier. In some very large contracts, this tiered concept has several levels, i.e. 3rd and even 4th tiers.

Some recent contracting trends have increased the use of a tiered contracting approach. One trend in many organizations has been the consolidation of contract requirements in an attempt to gain efficiencies, economies and cost reduction, as well as subordination of the management function for administering multiple contracts. This consolidation of contract requirements is frequently referred to as bundling. Another trend has been for organizations to outsource entire functions to a single supplier where that function is not considered to be critical to the mission of the organization.

Both contract bundling and the outsourcing of major functions have significantly curtailed opportunities for minority businesses to conduct business with many organizations, as there is a perception that minority owned firms do not possess the range of capabilities or the capacity to provide the goods and services required. Because of this, the majority of the opportunities for many minority businesses are as lower tiered providers in this tiered contracting concept. Increasingly, many organizations are relying on this approach as the sole means for providing opportunities for minority businesses to participate as suppliers. This practice has raised considerable concern within the minority business communities, for the following reasons outlined below.

First, in most cases lower tiered companies gain no recognition with the requiring organization, hampering their ability to gain an identity as a supplier. Moreover, if the organization experiences problems with the quality of the goods or services being provided, 1st tier contractors are quick to place the blame on the lower tier companies, frequently using the occasion as the basis to eliminate the continued performance of those companies.

A primary consideration for many organizations to pursue contract bundling and outsourcing of major functions is cost reduction. 1st tier suppliers frequently bid aggressively to win these large procurements, and are forced to operate extremely efficiently to realize a benefit from the contracts. The result is that there is little incentive to incur the cost of lower tier subcontracting, even when it is required by the contract.

MEMORANDUM

TO: THE PRESIDENT AND VICE PRESIDENT OF THE UNITED STATES

FROM: Weldon H. Latham

DATE: April 13, 2000

RE: Need for Presidential Action to Mandate Federal Agency Procurement from Minority Business Enterprises ("MBE") and End the Recent Decline

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I recently learned that your staff is meeting later today with leaders of the Congressional Black and Hispanic Caucuses to discuss the downward trend in utilization of SBA's 8(a) Program and wanted to share a major recommendation. I strongly urge you to issue a new Executive Order to build on your pro-MBE policies, including Executive Order 12928. **A new Executive Order is urgently needed because (1) procurement streamlining (bundling), (2) the aftermath of the *Adarand* decision, and (3) actions of the majority in Congress – have all contributed to a growing mind-set within certain elements of *your* Administration that minority business procurement is not important.** The new Executive Order should, at a minimum:

1. Require that Departments and Agencies conduct annual reviews of the level of MBE participation, including utilization of 8(a)s, MBEs, and Small Disadvantaged Businesses ("SDB").
2. Require that agencies take concrete action to annually improve utilization and participation of 8(a)s, MBEs, and SDBs in Federal procurement.
3. Reiterate responsibility at the Cabinet, procurement, and policy levels to ensure increased MBE participation, including opening new opportunities in areas of procurement where 8(a)s, MBEs, and SDBs have heretofore been virtually excluded.
4. Direct GSA to expand inclusion of 8(a)s, MBEs and SDBs in GSA Schedule procurements and assist them in participating more fully in that program.

I look forward to arranging a time in the near future to meet with you to discuss these matters more fully. As you well know, institutionalizing these achievements of your Administration in MBE development, fairness and participation is imperative to maintain your legacy of inclusion.

The lower tier companies typically encounter very difficult relations with the 1st tier suppliers, as they are often squeezed to reduce their costs, which provokes an adversarial environment and discourages the subcontracting relationships.

This takes the form of extremely unfavorable, take them or leave them, contract clauses, forcing the subcontractor's prices to below even minimum standards of profitability, and not providing opportunities for subcontractors to perform any of the more technically challenging work. Frequently, 1st tier suppliers pursue predatory practices against the subcontractors that clearly have superior capabilities. The latter is particularly true in services such as information technology, where the shortage of qualified personnel has created a very competitive environment for obtaining the needed talent.

The bottom line is that while organizations may believe that they are making legitimate attempts to broaden market opportunities for minority businesses using this tiered contracting concept, they may well be doing them a great disservice. The perceived cost savings may also be elusive, as the organizations typically pay significantly higher prices than are warranted due to heavy 1st tier supplier markups on subcontractor costs without adding any value. Finally, organizations may be denying themselves the opportunity to obtain the highest quality goods and services available in many areas.

In view of the foregoing, NCMB offers the following recommendations for alternatives to the tiered contracting approach, as well as some ideas that might be considered to increase the benefits to minority businesses and the organizations when the choice is to use this tiered approach:

NCMB believes that many organizations would be well served to carefully examine requirements prior to bundling contracts or outsourcing major functions, to identify discrete areas that they believe could readily be performed by minority businesses. Such requirements would be solicited with a view toward promoting maximum participation by minority firms. This is clearly the most favorable approach for minority businesses, but also has considerable benefits to the organizations seeking the goods or services. The most significant benefit is the realization of substantial cost savings by contracting directly for the identified goods or services, rather than subcontracting through another supplier who is increasing the cost without adding value.

When organizations determine that the optimum value can only be achieved with a bundling or major outsourcing effort, consideration should be given to structuring procurements to promote teaming or joint venture relationships rather than a tiered contracting approach. In the teaming or joint venture approach, incentives could be provided for bringing minority businesses into bids as team members who would perform specific portions of a set of requirements. A

management fee would be paid for the managing company, but no markup would be permitted on other team members' costs. Team members would interface directly with the requiring organization's managers in matters pertaining to their areas of responsibility.

Finally, to the degree that organizations believe that the only way to achieve their procurement objectives is with bundling and the outsourcing of major functions, using the tiered contracting approach, consideration should be given to offering 1st tier supplier subcontracting incentives, and having more structured follow-up to ensure that the minority business participation objectives are achieved. This would include periodic reviews of progress toward the objectives; meetings with 1st tier and lower tier suppliers to discuss contract issues; and an identified procedure for lower tier suppliers to address clear inequities in the contractual relationship.

NCMB would be pleased to discuss any aspects of this position paper at your convenience. Please feel free to contact the Chairman of the Policy Committee at (202) 663-8111.

895904

MEMORANDUM

Via Facsimile

TO: Honorable John D. Podesta
Chief of Staff to the President

FROM: Weldon H. Latham

DATE: April 26, 2000

RE: *Ad Hoc* Task Force on Presidential Executive Order for Inclusion of
Minority Business Enterprises ("MBE") in Federal Procurement

To follow up on my April 13th Memorandum to the President and Vice President, a copy of which was sent to you (*see* attachment), this is to apprise you that (as the White House has encouraged in the past) I have met with senior DOT, DOD, Treasury, GSA, and SBA officials who are committed to implementing the President's policy of fairly including MBEs in Federal procurement. We are working as an *ad hoc* group to prepare a draft Executive Order intended to express the President's continuing support for MBEs and address the decline in MBE participation.

The Executive Order should seek to assure the inclusion, fair treatment, equal access and increased participation of Section 8(a) firms, Small Disadvantaged Businesses ("SDB"), and MBEs in Federal procurement. Our draft will address (1) prime contracting, (2) subcontracting, (3) bundling, (4) outsourcing, (5) e-commerce, (6) GSA schedules, (7) Government-wide agency contracts, (8) SBA, (9) department and agency self-assessment and corrective action, (10) developmental assistance, (11) accountability, and (12) mentoring.

The *ad hoc* Task Force has committed to the prompt completion of the draft Executive Order. We anticipate presenting it to the White House within the next 14 days, which will hopefully assist you in the process of responding to the commitment the White House made to Congressional Black and Hispanic Caucus representatives on April 13th.

Melvin Clark and I would also like to discuss the draft Executive Order at the meeting that the President stated he wanted to have with us on the subject of MBE policy, hopefully in the next several days.

Thank you in advance for your assistance.

Attachment

Hon. John D. Podesta
April 26, 2000
Page 2

cc: Honorable Charles W. Burson
Assistant to the President and Chief of Staff and
Counselor to the Vice President

Honorable Minyon Moore
Assistant to the President and Director of Political Affairs

Honorable Alvin Brown
Executive Director, White House Community Empowerment Board

Honorable Melvin E. Clark, Jr.
President, Metroplex Corporation

THE PRESIDENT AND VICE PRESIDENT

April 13, 2000

Page 2

cc: Honorable John D. Podesta
Chief of Staff to the President

Honorable Charles W. Burson
Assistant to the President and Chief of Staff and
Counselor to the Vice President

Honorable Minyon Moore
Assistant to the President and Director of Political Affairs

Honorable Alvin Brown
Executive Director, White House Community Empowerment Board

WHL:MRH:crw:918689

E.O. _____

**Inclusion, Fairness, Equal Access, and Increased Participation of Section 8(a)
Program Participants, Small Disadvantaged Businesses, and Minority Business
Enterprises in Federal Contracting**

(Issued May __, 2000)

By the authority vested in me as President by the Constitution and the laws of the United States of America, in order to rigorously enforce the letter and spirit of public laws intended to remedy the exclusion and under-utilization in Federal contracting of Section 8(a) Business Development (BD) Program Participants (8(a)), Small Disadvantaged Businesses (SDB), and Minority Business Enterprises (MBE),¹ and that promote inclusion, fairness, equal access, and increased participation in Federal contracting, including applicable sections of Title VI of the Civil Rights Act of 1964, the Small Business Act (15 U.S.C. 637), the Small Business Reauthorization Act of 1997 (Public Law 105-135), the Armed Services Procurement Act (10 U.S.C. 2302), the Federal Property and Administrative Services Act (41 U.S.C. 252), the Federal Acquisition Streamlining Act of 1994 (Public Law 103-355), the Office of Federal Procurement Policy Act (41 U.S.C. 401), and the Department of Transportation and Related Agencies Appropriations Act of 1996 (49 U.S.C. § 348 (b)(4)), it is hereby ordered as follows:

Section 1. Policy Statement. It is the policy of the United States Government that each department and agency with authority to procure goods and services has an obligation to ensure non-discrimination and equal access to Federal procurement opportunities generally and hereby is expressly directed to, among other things, assist 8(a)s, SDBs, and MBEs in gaining, developing and improving access to, and participation in, all levels of Federal procurement.

Given the importance of 8(a)s, SDBs, and MBEs to job growth and the economic competitiveness of the United States, it is also the policy of the United States Government to encourage the development of viable, self-sustaining 8(a)s, SDBs, and MBEs capable of producing goods and services and competing on an equal basis in the mainstream of the American economy. Access to Federal contracts is a vital part of that development.

Section 2. Prime Contracting. Each department and agency head must, as the highest priority, aggressively seek to maximize prime contracting opportunities for 8(a)s, SDBs, and MBEs, particularly in contracting areas within the departments or agencies

¹Minority business enterprise (MBE) is defined by Executive Order 11625, which authorizes the establishment and operation of the U.S. Department of Commerce's Minority Business Development Agency, as a business "owned or controlled by one or more socially or economically disadvantaged persons."

where these businesses historically have been excluded or underutilized. Enhancing subcontracting participation is important and should be fully exploited, but it is subordinate to the primary goal of maximizing prime contracting opportunities for 8(a)s, SDBs, and MBEs, to remedy their historical exclusion and underutilization in Federal procurement.

Section 3. Avoidance of Unnecessary Bundling.

(a) Requirements currently performed by 8(a)s, SDBs and other small businesses may not be considered for bundling unless, in accordance with the governing Small Business Administration regulations (13 C.F.R. § 125.2), the department or agency head determines that bundling of requirements is both necessary and justified and will result in measurably substantial benefits.

(b) SBA is hereby directed to revise 13 C.F.R. § 125.2 to expand its coverage over contract bundling to include: (i) requirements currently being performed by MBEs and (ii) new contract requirements, including but not limited to outsourcing, direct sourcing, and requirements that are developed under the implementation of Office of Management and Budget (OMB) Circular A-76.

(c) All proposed bundling of contract requirements or contract consolidations shall be reviewed and approved by the Director, Office of Small and Disadvantaged Business Utilization (OSDBU) of the department or agency in question. All such bundled or consolidated contracts let to other than 8(a)s, SDBs, or MBEs shall include minimum percentages for 8(a) and SDB subcontract participation based on the total contract value.

Section 4. GSA Schedules. SBA and the General Services Administration (GSA) will act promptly to expand inclusion and provide greater opportunities for 8(a)s, SDBs, and MBEs to participate in orders placed under GSA Schedules. Each department and agency and, in particular, GSA must ensure that procurement and program officials at all levels aggressively seek to utilize the GSA Federal Supply Schedule contracts of 8(a)s, SDBs, and MBEs. GSA will establish a blanket acceptance of GSA schedule contracts under the 8(a) Program to allow agencies to take credit towards 8(a) goals, but said awards shall be in addition to, not a substitute for, utilization of the 8(a) Program.

Section 5. Self-Assessment and Corrective Action. Given the history of denial of access and participation of 8(a)s, SDBs, and MBEs in Federal procurement, each department and agency must annually review, assess and report to the President, through the Office of Federal Procurement Policy (OFPP), on their good faith efforts to increase utilization of 8(a)s, SDBs, and MBEs, as prime contractors and subcontractors. Each department and agency must use these results to ensure the continued significant and increasing participation of 8(a)s, SDBs, and MBEs in Federal procurements, and,

whenever appropriate, take aggressive steps to improve areas of continuing exclusion, underutilization, or declining utilization of 8(a), SDB, or MBE participation identified in the reviews, including directing vigorous outreach efforts and expansion of prime contracting opportunities and enforcement of subcontract commitments by major prime contractors.

Section 6. Developmental Assistance. Each department and agency must take every reasonable step to assist 8(a)s, SDBs, and MBEs in succeeding as Federal contractors. Adequate time should be allowed for start-up companies, companies in their developmental stages, and those contractors performing in areas in which 8(a)s, SDBs, and MBEs historically have been excluded or underutilized, to enhance their skills and capabilities to more effectively perform Federal contracts.

Section 7. Small Business Administration.

(a) SBA will transition from a paper-based to paperless electronic application system with a decision support module, in order to reduce barriers to small firm participation in the 8(a) BD Program and the SDB Program.

(b) SBA will establish a pilot electronic commerce initiative that will allow Federal departments and agencies and the private sector to conduct simplified acquisitions via the internet from 8(a)s, SDBs and MBEs.

(c) SBA will evaluate on a semi-annual basis, using the Federal Procurement Data System (FPDS), the achievement of prime and subcontract goals and actual prime and subcontract awards to 8(a)s and SDBs for each Federal department and agency.

(d) SBA will work with state and local governments and business organizations to identify similarities in certification requirements and seek reciprocal relationships with 8(a)s, SDBs and MBEs.

Section 8. Responsibilities of Federal Department and Agencies. To the fullest extent permitted by law, each Federal department and agency will work with SBA to ensure maximum participation of 8(a)s, SDBs and MBEs in the procurement process by taking the following steps:

(a) Prescribing procedures to ensure that acquisition planners, to the maximum extent practicable, structure acquisitions to facilitate inclusion of and competition by and among 8(a)s, SDBs and MBEs. These procedures should provide guidance on structuring acquisitions, including, but not limited to, those expected to result in multiple award contracts, in order to facilitate inclusion of competition within these groups.

(b) Offering industry-wide as well as industry-specific outreach, training and technical assistance programs for 8(a)s, SDBs and MBEs, including where appropriate

the use of government acquisition forecasts, in order to assist 8(a)s, SDBs and MBEs in developing their products, skills, business planning practices and marketing techniques.

(c) Training of program and procurement officials of all departments and agencies regarding the Government policy of inclusion of 8(a)s, SDBs, and MBEs.

Section 9. Subcontracting. Although it shall be the responsibility of department and agency heads and other Federal officials to maximize prime contracting opportunities for 8(a)s, SDBs, and MBEs, all Federal officials also must aggressively seek to facilitate significant 8(a), SDB, and MBE subcontracting opportunities by ensuring that major prime contractors benefiting from Federal contracts provide significant subcontracting opportunities to 8(a)s, SDBs, and MBEs. No subcontracting plan shall be accepted without the approval of the department or agency OSD/BU Director and no subcontracting plan should be accepted at any percentage level below that which the awardee has achieved historically on similar contracts.

Section 10. Enforcement of Subcontracting and Teaming Commitments. Department and agency heads and other Federal officials shall take all reasonable steps to ensure that prime contractors meet or exceed Federal subcontracting goals, enforce subcontracting and teaming commitments, and prohibit predatory subcontracts with 8(a)s, SDBs and MBEs.

Section 11. Chief Information Officer. In recognition of the fact that more than half of all Federal procurements are information technology (IT) related, department and agency Chief Information Officers (CIO) shall take an active and aggressive role in ensuring substantial and meaningful 8(a), SDB, and MBE participation in information technology related procurements. Each department and agency head shall direct the CIO to establish goals for 8(a), SDB, and MBE participation in IT procurements and establish methods for evaluating the CIO's achievement of its goals as part of the CIO's performance evaluation.

Section 12. Accountability. Department and agency heads must hold all Federal officials, but particularly all program managers, procurement managers, supervisors, and other senior procurement personnel, as well as major prime contractors, directly accountable for implementation of this order and adherence to the letter and spirit of statutes and regulations supporting 8(a)s, SDBs, and MBEs in Federal procurement, including directing the inclusion of a corresponding evaluation factor in their personnel evaluation plans and in past performance evaluations of major prime contractors. A portion of the performance bonuses of senior managers, including CIOs, senior procurement executives, and all senior executive service (SES) personnel, shall be tied to their department's and agency's success in meeting or exceeding department and agency 8(a) and SDB goals, and the objectives of this order.

Section 13. Awards and Recognition for Superior Performance.

(a) To ensure that department and agency heads aggressively seek to meet the mandates of this order, I hereby establish The President's Award for Excellence in MBE Procurement. This award shall be presented annually to the department or agency head who best exemplifies the letter and intent of this order in ensuring the continued utilization and enhancement of 8(a)s, SDBs, and MBEs in Federal procurements, including establishing and taking aggressive action to meet or exceed 8(a), SDB, and MBE contracting goals. The President's Award will be presented by the President annually at a White House ceremony during the Department of Commerce/Small Business Administration Minority Enterprise Development (MED) Week.

(b) In addition, this order directs every department and agency head to establish a minimum of two (2) distinguished department or agency level awards to be presented annually to the department or agency program manager and procurement official who have made the most substantial contributions to 8(a), SDB, and MBE procurement within the department or agency.

Section 14. Mentoring. Department and agency heads must encourage the establishment of business-to-business mentoring and teaming relationships to foster the development of technical and managerial capabilities of 8(a)s, SDBs, and MBEs and to facilitate long-term business partnerships.

Section 15. Applicability. This order shall apply, except to the extent expressly prohibited by statute, to all departments and agencies, independent agencies, and other instrumentalities of the Federal Government, including the Federal Aviation Administration, the United States Postal Service, and the Tennessee Valley Authority, among others.

Section 16. Implementation Process. The SBA Administrator shall be responsible for the administration and enforcement of this order. The SBA Administrator, after consultation with the Administrator of the OFPP, may adopt such regulations and issue such orders as may be deemed necessary and appropriate to achieve the purposes of this order.

Each contracting department and agency shall cooperate with the SBA Administrator and provide such information and assistance as the Administrator may require in the performance of the Administrator's functions under this order. Each contracting department and agency shall report to the SBA Administrator its actions to implement this order within 180 days of the date of this order.

The SBA Administrator shall review and evaluate agency experiences and performance under this order and report on any findings to the President within one year from the date of this order.

Section 17. Effective Date. This order shall be effective immediately.

927300

SBA Acts to Promote Bite-Sized Contracts

By Peter Behr
Washington Post Staff Writer

The Small Business Administration yesterday issued a long-awaited regulation designed to restrain a trend toward the bundling of federal contracts into huge packages that are too large or complex for many small businesses to seek.

Before smaller contracts can be combined into a large procurement bid, the bundling must be shown to be "necessary and justified" because it creates substantial cost savings, quality improvement or other benefits, the regulation provides.

The change "forces a lot of scrutiny" of agency contracting, SBA administrator Aida Alvarez said in an interview. "We think it will really provide the oversight that is needed."

But the SBA initiative drew a mixed reaction from small business advocates.

"We in the community are skeptical that this will work," said Fernando V. Galaviz, president and chief executive of Centech Group Inc., an Arlington-based information technology and engineering contractor. Galaviz heads the National Federation of 8(a) Companies, minority-owned firms that compete for federal contracts reserved for them by agencies.

"Every time an agency can show a cost benefit, they can bundle," Galaviz said. "It's difficult to argue against that."

Other 8(a) program participants said they are concerned about an exemption in the regulation that permits agencies to bundle contracts without meeting other requirements if high-level officials say the large contract offering is "critical" to the agency's performance.

"It doesn't take a military genius to realize that is a loophole you can drive a tank through," contended Rep. Nydia M. Velazquez (N.Y.), ranking Democrat on the House Small Business Committee, during hearings last year. The committee today is scheduled to take up a Velazquez amendment that would di-

rect the SBA to block a bundling decision whenever an agency has failed to meet its goals for awarding contracts to small businesses, including minority and women-owned firms.

But Weldon H. Latham, general counsel of the National Coalition of Minority Businesses, said yesterday that the SBA has already been given more leverage to resist bundling through congressional action in 1997. The regulation issued yesterday implements that law.

"The regulation isn't as important as the statute. That's been enough to get the government to stop and take a look at those situations," said Latham, an attorney at the Shaw Pittman law firm who is moving to Holland & Knight.

Alvarez said that last year, the agency persuaded agencies to "unbundle" about \$1 billion in proposed contracts, breaking them into smaller pieces. So far this year, the figure is \$1.8 billion, she said.

Contract bundling has been a growing obstacle for small businesses over the past five years, critics of the practice say. SBA officials identified at least \$6 billion in bundled purchases last year; so far this year the total stands at \$17.5 billion, although small business advocates say the figure is considerably larger.

A product of the Clinton administration's campaign to streamline government purchases, bundling has accompanied other procurement changes, including agencies' growing use of preapproved federal "shopping lists" to buy goods and services, rather than conventional competitive bidding.

These changes are blamed for reducing contracting opportunities for all small businesses and, particularly, minority-owned and women-owned firms. Last year, minority-owned firms participating in the SBA's 8(a) contracting preference program received 81,399 contracts totaling of \$6.2 billion. Five years before, the totals were 98,694 contracts for \$7.7 billion.

By the Numbers

Small Business, Less Preference

By PETER BEHR
Washington Post Staff Writer

A contingent of local entrepreneurs is in trouble these days. Their market is shrinking and traditional customers are being snared by much bigger competitors.

It's not the dot-com world we're talking about, although some of these entrepreneurs do that work, too.

The members of this endangered species are the Washington region's nearly 1,000 companies owned by minorities and women who are eligible to compete for federal contracts under the Small Business Administration's Section 8(a) preference program.

The program, which calls on federal agencies to set aside a small percentage of their purchases for small and minority-owned businesses, is a lightning rod in the affirmative action debate.

Although the Clinton administration has supported the 8(a) program, it has also put in place sweeping changes in federal contracting that have wound up undercutting many of these contractors and small businesses of all kinds, analysts said.

By encouraging federal agencies to bundle smaller contracts in large, mega-procurements, and promoting purchases from pre-approved lists of vendors, the spending changes have favored Fortune 500 suppliers over their small competitors.

Nationwide, the contract dollars received by 8(a) firms declined from \$6.5 billion in fiscal 1997 to \$5.97 billion last year, a drop of 8 percent.

The decline in the region was twice as steep over that period. Purchases from the region's 8(a) contractors shrank from \$2.2 billion to \$1.8 billion, according to an analysis by Eagle Eye Publishers Inc., a Fairfax-based research group. The figures, released by the Federal Procurement Data Center, count all contracts valued at more than \$25,000.

At the same time, overall federal contract spending in the Washington area was growing by 18 percent from 1997 to 1999, to \$26 billion, the FPDC re-

Shrinking Slice of Pie

Federal agency purchases from minority- and women-owned businesses in the Washington metropolitan region—and nationwide—have decreased since 1997.*



*Covers companies in the Small Business Administration's 8(a) preference program and contracts for more than \$25,000.

SOURCE: Eagle Eye Publishers Inc., Federal Procurement Data Center

THE WASHINGTON POST

ports show.

Just why local firms have been hit harder than the national pattern isn't clear, but it may be that the changes in federal spending are particularly tough on small technology services firms—a specialty of the region.

In general, it's clear that in this new contracting environment, contacts, experience and size matter, and newcomers face even tougher odds, said Paul Murphy, president of Eagle Eye Publishers.

"For the last couple of years, [the 8(a) small businesses] have been getting squeezed by bigger companies

that have the larger sales and marketing forces," Murphy said. "The businesses with more feet on the street, more ears on the phones, are going to win."

Agencies that once used small businesses to make fast deliveries of specialized products and services have other options, and are using them.

SBA Administrator Aida Alvarez tried to rebalance the competition last week, issuing new regulations designed to slow the flow of mega-contracts.

But there's a bigger issue, according to some program advocates: the resistance or indifference at some federal

"The businesses with more feet on the street, more ears on the phones, are going to win."

— Paul Murphy,
president of Eagle Eye Publishers

agencies to including small businesses in their buying plans.

"That requires attention from the top," said Weldon H. Latham, general counsel of the National Coalition of Minority Businesses. He would like to see President Clinton and Vice President Gore reaffirm the government's support for minority contracting goals with an executive order.

Is the 8(a) program an unnecessary, unfair entitlement or an essential wedge to level competition between big, mainstream firms and undersized, underdog rivals? Right now it looks like the lever has tilted against the small side.

Just the kind of question to put before presidential candidates.

Peter Behr's e-mail address is
behrp@washpost.com



Continued Vigilance and Leadership Make a Difference, But . . .

It's time for the president to reenergize
the federal government's support
of minority business.

By Weldon H. Latham

Weldon H. Latham is a senior partner in the Washington, D.C. offices of Holland and Knight, a law firm with more than 1,000 attorneys nationwide. An authority on federal procurement, small business law and government relations, Latham represents numerous minority and small businesses, and counsels several Fortune 100 CEOs concerning their corporate diversity disputes and programs. He is also an informal advisor to the President of the United States and the Congressional Black and Hispanic Caucuses on minority business and diversity issues, a member of the SBA administrator's National Advisory Council, and first vice chair of the SBA Commerce Department MED Week 2000. He is also general counsel of the National Coalition of Minority Businesses.

Patricia A. Booker
Program Development
and Training Specialist

202-606-5000, Ext. 226
Fax: 202-565-2789
Email: pbooker@cns.gov



AMERICORPS*VISTA

Corporation for National Service
AmeriCorps*VISTA
1201 New York Avenue, NW
Washington, DC 20525

August 15, 2000

Mrs. Betty W. Currie,
Personal Secretary to the President
White House
1600 Pennsylvania Avenue, NW
Room 1WW
Washington, DC 20500

Dear Mrs. Currie:

The AmeriCorps*VISTA office will celebrate the 35th Anniversary of VISTA (Volunteers in Service To America) on October 12-14 in Washington, DC. We would like to include a White House reception and address to the participants by the President. It is our hope that you will assist us in scheduling this event. We have planned the reception to include approximately 200 VISTA members, staff and alumni as well as others involved in the Arkansas VISTA program of which the President was so supportive. I have enclosed, for your information, a copy of the formal request that was sent to Ms. Stephanie Street, including a list of possible attendees. This should provide you with full details of the planned activities. A brief overview of our plans is provided below:

REQUEST

For the President to address participants attending the AmeriCorps *VISTA 35th Anniversary Celebration Reception

PURPOSE/BACKGROUND

Celebrate the contributions of VISTA members in combating poverty in communities throughout the United States for 35 years.

DATE/TIME

Anytime between the evening of October 12-14, 2000

8-24-00

DURATION

2 hours

To Burkhardt for reply?
Yes _____ No ☒

LOCATION

White House

PARTICIPANTS

The President, Harris Wofford, Matt Dunne, Sen. Community Medicine Moorehouse & Former VISTA of Volunteers in Service To America: History of VISTA Congressman Howard Berman, US House of Repres

cc: Scheduling?
Yes ☒ No _____





AMERICORPS*VISTA

August 15, 2000

Mrs. Betty W. Currie,
Personal Secretary to the President
White House
1600 Pennsylvania Avenue, NW
Room 1WW
Washington, DC 20500

Dear Mrs. Currie:

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DATE/TIME

Anytime between the evening of October 12-14, 2000. Preferably the evening of October 13, 2000.

DURATION

2 hours

LOCATION

White House

PARTICIPANTS

The President, Harris Wofford, Matt Dunne, Senator Jay Rockefeller (invited), Dr. Dan Blumenthal, Community Medicine Moorehouse & Former VISTA from 69-70 (invited), Marvin Swartz, Author of Volunteers in Service To America: History of VISTA in Arkansas from 1965-1985 (invited), Congressman Howard Berman, US House of Representatives & former VISTA from 66-67 (invited),



Congressman John Lewis, House of Representatives & former Director of Domestic Operations (invited), Anne Mulcahy, President and COO of Xerox Corporation & former VISTA (invited)

AUDIENCE

Please see attached list for sample of attendees

OUTLINE OF EVENT

Please see attached information

REMARKS REQUIRED

Yes

MEDIA COVERAGE

Yes

PROPOSED ATTENDANCE

Approximately 200

RECOMMENDED BY

Harris Wofford, *CEO, Corporation for National Service*

REFERENCE

Discussion with Lee Lacy and Barbara Wilson

QUESTIONS AND ADDITIONAL INFORMATION

Please contact Patricia Booker, 202-606-5000 X226 (voice), 202-565-2789 (fax), or via email at pbooker@cns.gov.

Thank you for your kind assistance. If you have any questions or need additional information, please do not hesitate to contact me.

I look forward to hearing from you soon.

Sincerely yours,

A handwritten signature in cursive script that reads "Patricia A. Booker".

Patricia A. Booker,
35th Anniversary Committee Member
AmeriCorps*VISTA

Enclosures

TO: Stephanie Streett
*Assistant to President and
Director of Scheduling*

FROM: Thurgood Marshall, Jr.
*Assistant to President and
Cabinet Secretary*

DATE: August 4, 2000

REQUEST: For the President to address the participants attending the
AmeriCorps*VISTA 35th Anniversary Celebration
Reception

PURPOSE/
BACKGROUND: Volunteers In Service To America (VISTA) was started in
1965 as part of the war on poverty. In 1993, VISTA joined
the AmeriCorps family as one of the national service
programs of the Corporation for National Service. The 35th
Anniversary will be a celebration of over three decades of
combating poverty in American communities. The
anniversary celebration is an opportunity to bring former
members and supporters together to reflect on the
organization's rich history and to hear about plans for the
future.

PREVIOUS
PARTICIPATION: The President has participated in several AmeriCorps
events. Also, as Governor of Arkansas, the President wrote
the preface for *In Service to America: A History of VISTA
in Arkansas*. (See attachment)

DATE/TIME: Any date between the evening of October 12 – October 14,
2000. Preferably the evening of October 13, 2000

DURATION: 2 hours

LOCATION: The White House

PARTICIPANTS: The President, Harris Wofford, Matt Dunne, Director of
VISTA, Senator Jay Rockefeller (invited), Dr. Dan
Blumenthal, Community Medicine Morehouse College and
former VISTA from 69 -70 (invited), Marvin Swartz,
Author of *In Service To America: History of VISTA in*

Arkansas from 1965 - 1985 (invited), Congressman Howard Berman, VISTA from 66-67 (invited), Congressman John Lewis, former Director of Domestic Operations of ACTION (invited), Anne M. Mulcahy, President and COO of Xerox Corporation and former VISTA (invited)

OUTLINE
OF EVENT:

The 35th Anniversary Celebration will be from October 12-14 in Washington, DC. The anniversary celebration will be a weekend long event that will consist of member training, building an alumni network, and small workshops. Over 600 VISTA members and VISTA alumni are expected to attend the anniversary.

The reception will honor the 130,000 past and present VISTA members and distinguished supporters of VISTA such as Sargent Shriver and Senator John Rockefeller.

The 35th Anniversary Celebration will close with a gala dinner on Saturday, October 14 to recognize the years of service and commitment to change exhibited by VISTA members.

REMARKS
REQUIRED:

Yes

MEDIA
COVERAGE:

Yes

PROPOSED
ATTENDANCE:

Approximately 200 VISTA members and leaders in the national service movement.

RECOMMENDED
BY:

Harris Wofford
CEO, Corporation for National Service

CONTACT:

Anne Bovaird
Assistant to Cabinet Secretary
(202) 456-7072

Sample list of those who will be attending the reception:

Dr. Dan Blumenthal, Community Medicine Moorehouse & Former VISTA from 69 -70 (invited)

Marvin Swartz, Author of *In Service To America: History of VISTA in Arkansas from 1965 - 1985* (invited)

Sargent Shriver, Special Olympics, Inc & Founder of VISTA (invited)

Senator Jay Rockefeller, US Senate (invited)

Congressman Howard Berman, US House of Representatives and former VISTA from 66-67 (invited)

Congressman Jim Maloney, and former VISTA from 68-69 (invited)

Congressman John Lewis, House of Representatives and former Director of Domestic Operations (invited)

Senator Gwendolynne Moore, Wisconsin Legislator a former VISTA from 82 - 84 (invited)

Freeman McKindra, Rockefeller Foundation (invited)

Lou Vitale, ARVAC Rural Crafts (invited)

Bruce Babbitt, Secretary of the Interior and former VISTA Supervisor (invited)

Tommy Dortch, National Chairman of 100 Black Men of America & Former VISTA (invited)

John Gherty, CEO of Land O' Lakes and former VISTA from 68 - 69 (invited)

Larry Gossett, King City Council, WA and former VISTA from 66 - 67 (invited)

Louise McCarren, CEO of Bell Atlantic Telephone - Vermont and former VISTA from 72 - 73 (invited)

Elaine K. Shocas, Chief of Staff for Madeleine Albright and former VISTA from 71 - 73(invited)

Bob Watt, Executive Director of Seattle Chamber of Commerce and former VISTA from 68 - 69 (invited)

Billy Shore, Director of Share Our Strength (invited)



LYNNE ABRAHAM
DISTRICT ATTORNEY

DISTRICT ATTORNEY'S OFFICE
1421 ARCH STREET
PHILADELPHIA, PENNSYLVANIA 19102
686-8703

August 8, 2000

8 24-00

From Podesta's Office -
to ~~Agony~~ Liaison?
Yes

President William Jefferson Clinton
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

TO DELIA C. TO HANDLE:
COORDINATE W/ NSC/
COUNSEL @ 8-28-00

Dear President Clinton:

Thank you for extending me the courtesy of speaking with you for a few moments on your last visit to Philadelphia on July 10, 2000 so that I could bring to your attention the case of Ira Einhorn. You were exceedingly kind in allowing me to petition that you personally intercede with President Chirac of France, with whom you were going to meet at a G8 Summit, so that Einhorn could be returned from France.

As my letter to Secretary of State Madeleine Albright, dated December 1, 1999, indicates, Einhorn was convicted in absentia of the brutal murder of Holly Maddux who disappeared on September 12, 1977. Her body was found in Einhorn's apartment in March of 1979. Thereafter, when Einhorn was arrested, he fled the country and led us on a seventeen year manhunt throughout most of Western Europe. Finally, we located Einhorn living under an assumed name in Champagne-Mouton, France with a woman (now his wife) named Annika Flodin. Since that time, we have been in litigation with the French courts and the holdup at the time of our conversation was that Prime Minister Lionel Jospin had not yet signed the extradition papers for his return. Shortly after our discussion on July 10th, I am pleased to say that Prime Minister Jospin did sign the extradition papers which makes us one step closer to the time when Einhorn can be returned to this country.

I am sure you can appreciate the deep anguish and constant pain that the Maddux family has felt by the ease with which Einhorn was able to get a powerful lawyer to represent him so that he could be released on a small amount of bail making his escape from the United States all the more easy, and the frustration that we and they have felt having to engage in the international game of cat and mouse just to make sure that he is eventually returned to this country to face justice.

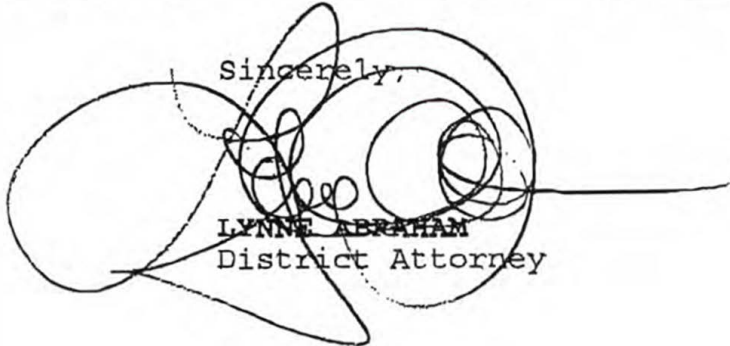
President Clinton

-2-

August 8, 2000

Whatever your involvement in the return of Ira Einhorn to Philadelphia has been, I ask that you keep the memory of Holly Maddux in your thoughts and prayers and that you continue to assist us should we need your personal intercession with any political or ministerial official in Europe. Attorney General Reno and her staff have been invaluable aides and the State Department has been of considerable help to us as well. I know it is your belief that government works best when all branches work toward a common purpose. On behalf of the Maddux family and the men and women of the District Attorney's Office in Philadelphia, my sincerest appreciation.

Sincerely,



LYNNE ABRAHAM
District Attorney

LA:eg
Encl



LYNNE ABRAHAM
DISTRICT ATTORNEY

DISTRICT ATTORNEY'S OFFICE
1421 ARCH STREET
PHILADELPHIA, PENNSYLVANIA 19102
686-8703

December 1, 1999

Madeleine Korbelt Albright
Secretary of State
Department of State
2201 C Street, NW
Washington, DC 20520

Re: Ira Einhorn

Dear Madam Secretary:

I am writing to request your personal intervention in helping to get a convicted murderer, Ira Einhorn, extradited from France to the United States.

In September of 1977, Ira Einhorn bludgeoned his girlfriend to death, stuffed her body into a steamer trunk and kept it in his closet for a year and a half as a mummified prized trophy. Yet, today, he sips wine with his wife on his French country estate, apparently, immune to justice. Two years and five months ago, Einhorn was arrested for extradition to the United States on murder charges by the gendarmes in the village of Champagne-Mouton in Southern France. Yet, despite an existing treaty between our two countries and despite an order by the French Courts approving extradition, Einhorn is free and continues to live the good life in France. This month, he is featured in an Esquire Magazine article which includes a photograph of him cavorting in the nude while the extradition order sits unsigned in the Ministry of Justice. This travesty of justice should not be permitted to continue.

Einhorn was arrested in March of 1979 and charged with the murder of Holly Maddux, a beautiful young woman from Texas who made the fatal mistake of having a relationship with him, and then trying to end that relationship. He brutally killed her rather than let her go. Our Police Department accumulated evidence against Einhorn that was overwhelming, but Einhorn was still entitled to bail after his arrest. He was able to make bail and remain free while awaiting his trial in Philadelphia. Predictably, Einhorn fled the United States in 1981 just as his trial was about to begin. He knew that his conviction was inevitable and so he chose flight.

December 1, 1999

For over sixteen years, my office, the FBI and Interpol pursued Einhorn across Europe, narrowly missing him in Ireland and, later, in Sweden. During this time, the Pennsylvania Supreme Court, in an unrelated case, ruled that persons who know they are about to be put on trial for crimes, but instead flee, may be tried in absentia. Thereafter, in 1993, my office sought and conducted a trial in absentia against Einhorn. A jury convicted Einhorn of murder in the first degree, and Justice Juanita Kidd Stout sentenced him to life in prison. Meanwhile, the search for Einhorn continued.

Finally, in June of 1997, Einhorn was found and arrested in France. The extradition battle in the French Courts has been long and hard. Initially, the Cour D'Appel de Bordeaux refused to extradite Einhorn because they did not recognize our trial in absentia, even though France also tries people in absentia. Indeed, France intends to try Alois Brunner, a Nazi mass murderer living in Syria, next year. The Pennsylvania Legislature, at my request, actually changed the law in our state to allow Einhorn to receive a new trial. I have personally guaranteed the French Courts that I would move that our Courts grant Einhorn a new trial upon his return to the United States. Accordingly, the Cour d'Appel reversed itself and made a legal finding that our extradition request was valid under French law. This occurred in February 1999.

It is now the end of November. Einhorn's appeal from the Order of the Cour d'Appel has been denied. The extradition order must be signed by Prime Minister Lionel Jospin. But, the French Ministry of Justice has not even sent the order to the Prime Minister to be signed. In the meantime, Einhorn remains free on bail, eating strawberries and blaming the CIA for Holly's murder. The lower Court has refused to place him in custody. Currently, the French government is sitting on the unsigned Order ignoring their own Court's ruling, and ignoring our treaty with them, while Einhorn remains poised to flee again as soon as he feels that the end is near.

This case is reminiscent in some respects to convicted war criminal, Maurice Papon, who, after his conviction in France for war crimes which included signing the deportation orders to the Auschwitz death camp for some 1600 people, was permitted to remain free on bail. Papon, upon learning that he had to begin serving his prison sentence, fled to Switzerland. Luckily, he was found, in Gstaad, Switzerland, and arrested some eleven days later. The Swiss expelled Papon and returned him to French authorities.

Secretary of State Albright

-3-

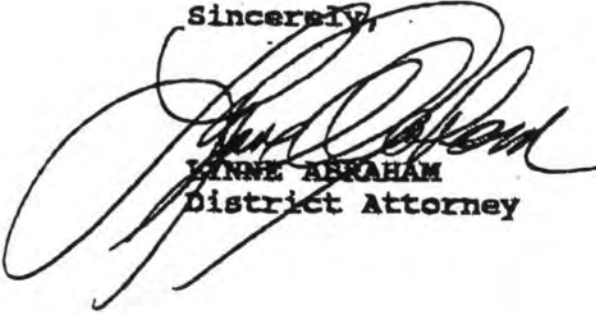
December 1, 1999

We may not be as lucky in this case. I believe Einhorn will surely flee again, perhaps to another country that has no extradition treaty with the United States, and since he has now married a Swedish national whose money supports him, it is imperative that the extradition order be signed and Einhorn taken into custody to prevent his flight. Otherwise, our efforts over the last eighteen years will have been defeated and the sad odyssey the Maddux family has been forced to endure will continue. Both Mr. and Mrs. Maddux have died without having achieved justice for their murdered daughter. Holly's siblings await justice with ever diminishing hope.

This matter is no longer in the legal arena. The French Courts have ruled. It is now clearly a matter of politics and diplomacy. The French government should honor its treaty obligations and move this case forward now. I am personally requesting, on behalf of my office, the Commonwealth of Pennsylvania and the family of Holly Maddux that you and the State Department use your full political weight to bring this fugitive to justice. A convicted murderer should not be permitted to remain free on French soil.

There will be no justice for Holly Maddux and no honor for the United States unless Ira Einhorn is returned to the United States. I am confident that your help can be instrumental in obtaining Einhorn's return.

Sincerely,



LYNNE ABRAHAM
District Attorney

LA:eg

cc: Felix Rohatyn

Willis D. Cronkhite, Jr.
(Col. Inf. Ret.)

c/o Cronkhite Law Firm
2024 Arkansas Valley Drive
Suite 606
Little Rock, AR 72212
Phone: (501) 975-5600
Fax: (501) 975-5603

8-24-00

8-24-00

NSC for reply?

Yes ☒ No ☐

\$.

*coordinate w/ MIL
OFFICE*

Bill

August 16, 2000

President William Jefferson Clinton
The White House
1600 Pennsylvania Avenue N.W.
Washington, D. C. 20500

Dear Mr. President:

I ask a personal favor in the twilight of your administration. I had the honor to serve as F Company Commander under LTC Carlos Betances, Commander of the 2d Battalion, 65th Infantry, during the Korean War. LTC Betances was the quintessential infantry battalion combat commander. He demanded and received the highest respect and performance. He was the finest officer I served with in Korea. On October 28, 1952, I was awarded the Silver Star for gallantry in action and LTC Beances was relieved of his command. LTC Betances should not, in my opinion, have been relieved. I am asking you, Mr. President, to set the record straight.

The 65th Infantry, comprised mostly of Puerto Rican troops, fought bravely and efficiently during the first part of the Korean War, and incurred a much higher than normal casualty rate. I commanded F Company during the waning months of the Korean War while the US Army and the Communist Chinese Army were dug in face-to-face along the 38th parallel. Commanding those troops was the highlight of my life.

During this time, there was bitter, vicious, close-in combat. Both sides maintained outposts in front of their lines, and there were frequent fire fights over these "no man's land" outposts. Several of the 65th's outposts, however, were situated in the Chinese lines, rather than between the two armies. These outposts must have been put on a map by somebody in the rear who had never seen them. No army is going to tolerate a company-sized outpost in its own lines. One of these outposts, Jackson Heights, is a rocky outcrop that reminds me of the top of Pinnacle Mountain, devoid of vegetation and soil. Chinese gun positions overlooked Jackson Heights. As you can see from the attached picture, there was no place to hide and no way to dig in for protection or camouflage.

Mr. President
August 16, 2000
Page 2

On October 27, 1952, LTC Carlos Betances ordered me to attack the Chinese on Jackson Heights. The battle plan was drawn up at Regiment. My company was to attack and secure the hill and then withdraw. John Porterfield's A Company, 1st Battalion, was to pass through my company and continue the attack. My company attacked and secured the hill on the morning of October 28, as ordered. Shortly thereafter, Lt. Porterfield's company joined us. Both companies were out in the open being shelled unmercifully by the Chinese. Many men were wounded or killed on Jackson Heights that day. It took six men to carry one wounded man back to the lines, so I ordered my men to assist in carrying Lt. Porterfield's wounded.

Shortly after he arrived, Lt. Porterfield and all of his officers were killed by one artillery round. By this time, most of my men were either dead, wounded, or had started the mile-long hike carrying stretchers (all under enemy fire) back to friendly lines. In the confusion after Lt. Porterfield was killed, the only Americans left on the hill were four Lieutenants and me. Some of my soldiers gathered back at the main line and were ordered to go back up Jackson Heights. Some agreed to go. Others refused, saying there was no reason to go back except to die.

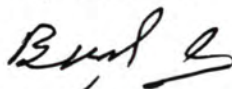
I had been through several months of combat with these troops in very unpleasant circumstances. Many of them died or were wounded during an earlier battle when we held Kelly Hill, another of those outposts, for six days. None of them ever ran. But somebody had to pay for the troops' refusal to go back up the hill and rejoin me. LTC Betances was relieved of his command "for failing to influence the action." This, of course, was nonsense. The mission was doomed to failure before it started. Several battalion commanders had troops refuse to fight both before and after Jackson Heights, and under much less stressful conditions. They were not relieved. LTC Betances was.

LTC Betances was put in a no-win situation. He was given an impossible task and then told how to do it. When it didn't work, he was blamed for the failure. In addition to being given an impossible task, most of the experienced Non-Commissioned Officers had been rotated out of LTC Betances' battalion. Sometimes privates were squad leaders. Small wonder some of these troops were reluctant to return to a barren hillside to serve as target practice for Chinese gunners.

Mr. President
August 16, 2000
Page 3

LTC Betances was a warrior in the finest tradition of the United States Army. Now he is ninety years old. He is a loyal American patriot. He harbors no grudges and has forgiven those who wronged him long ago. This season of remembrance and thanksgiving for Korean veterans is an opportunity to honor LTC Betances, express the nation's gratitude for his courageous and excellent performance in the face of the enemy, officially rescind the relief order, and decorate him appropriately.

Respectfully submitted,



Willis D. Cronkhite, Jr. (Col. Inf. Ret.)



HERBERT M. JONES
MELVIND CLOSE, JR.
JOSEPH W. BROWN
ALBERT F. PAGNI
JOHN P. SANDE, III
WILLIAM J. RAGGIO
BOB MILLER
GARY R. GOODHEART
MICHAEL E. BUCKLEY
DOUGLAS G. CROSBY
RICHARD F. JOST
JANET L. CHUBB
DOUGLAS M. COHEN

KIRK B. LENHARD
KEVIN R. STOLWORTHY
STEPHEN M. RICE
ANTHONY C. GORDON
GREG L. JENSEN
JODI R. GOODHEART
PAUL A. LEMCKE
PHILIP M. BALLIF
RENEER REUTHER
MICHAEL P. LINDELL
MICHAEL G. ALONSO
ERIC W. LERUDE
BRIAN P. CLARK

KRIS T. BALLARD
MELISSA P. BARNARD
GREGORY A. BROWER
EDWARD M. GARCIA
DANIEL W. GLASSER
DAWN R. HINMAN
R. DOUGLAS KURDZIEL
JANIECE S. MARSHALL
KARL L. NIELSON
DENNIS L. OLSON
MICHAEL A. T. PAGNI
PUONYARAT K. PREMSRIRUT

PATRICK A. ROSE
TONY F. SANCHEZ III
SCOTT M. SCHODENWALD
PATRICK J. SHEEHAN
JENNIFER A. SLOAN
DIANA L. SULLIVAN
ERIC W. SWANIS
SANDRAD TURNER
STACEY A. UPSON
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CAROL L. WETZEL
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JONES VARGAS

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TELEPHONE
(702) 734-2220

TELECOPIER
(702) 734-2722

CLIFFORD A. JONES (Retired)
GEORGE L. VARGAS (1909 - 1985)
JOHN C. BARTLETT (1910 - 1982)
LOUIS MEAD DIXON (1919 - 1993)
GARY T. FOREMASTER (1953 - 1998)

OF COUNSEL
CRAIG H. NORVILLE

August 21, 2000

8.24-00

1 NSC for reply?
Yes ☒ No ☐

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

Dear Mr. President:

I was fortunate to be able to watch your speech Monday night at the Democratic National Convention from the Democratic Governor's Skybox at the Staple Arena and thought it was one of the best speeches you have given in your nearly eight years in the White House. I do have to admit I felt rather melancholy considering January seems right around the corner. I am very confident Vice President Gore is going to win this November and I am working with Senator Reid and our Democratic delegation to make sure that your winning record in Nevada is continued.

On another subject, I did want to see if any thought had been given to who will comprise the United States' delegation to the inauguration of Mexico's President-elect Vicente Fox. I would very much like to be considered for inclusion in the delegation should you believe it to be feasible. As you are well aware from my participation with you on your last official visit to Mexico, I have had a long standing interest in our bi-lateral relations with Mexico. From my frequent visits to Mexico as Governor of Nevada touting the tourism potential's of my home state as well as that of Mexico, to my son's college attendance in Monterrey, to my support to you for your decision to give Mexico a loan to restabilize the Mexican economy, my interest in Mexico has never waned.

On another subject, I recently returned from Bulgaria and they are still beaming over your visit in November. They have a long way to go but they have the right combination of material and human resources to grow.

RENO OFFICE

100 WEST LIBERTY STREET, 12TH FLOOR

RENO, NEVADA 89501

TELEPHONE (775) 786-5000

TELECOPIER (775) 786-1177

President Clinton
August 21, 2000
Page 2

I look forward to hearing from you regarding the Mexican Inauguration at your convenience. Until then, please do not hesitate to contact me if I can be of service here in Nevada or elsewhere.

Sincerely,

JONES VARGAS

A handwritten signature in black ink, appearing to be 'BM' or 'B Miller', written in a cursive style.

Bob Miller



THE HOUSTON CITY CLUB

8-24-00

To Burkhardt for reply?

Yes ☒ No ☐

00 AUG 24 PM 4:10

August 22, 2000

President William Jefferson Clinton
c/o Bettie Currie
The White House
1600 Pennsylvania Ave
Washington D.C. 20500

3.

cc: scheduling

Dear Mr. President,

Twice I have received a "Congratulations" letter from you for graduating. Once during your first term, after my high school graduation and more recently when I graduated from Stephens College in Columbia, Missouri last May. In the letter you wished me great success in my future career. I wanted to take the time to write you a note to thank you for your encouraging words. I am now employed with *Club Corporation of America*, at the Houston City Club. It is a private dining, athletic and tennis club where I am serving as the Member Relations Director.

President Clinton, your eight years in office have inspired me in many ways. I was able to make it through college on student loans thanks to you and now have a great job mainly due to the great economy. I am a true Clinton Supporter and would love to have the honor of meeting you one day.

I am going to be in Washington D.C. Labor Day weekend and was planning on visiting the White House. It would be an honor if I could take a minute of your time to shake your hand. As I said before you have been a true inspiration to me and it would mean the world to me if I simply had the privilege of meeting with you, even if it were for just a second.

If this time is inconvenient I hope I have the opportunity to meet you in the near future. Thank you for your words of congratulations and thank you for being a true leader to so many young people, like myself, across the nation

Sincerely,

Karie Boughton

Don't know who this
is - probably A/P letters ??



THE HOUSTON CITY CLUB

Karie Boughton

Member Relations Director

One City Club Drive • Houston, Texas 77046
(713) 840-9001 • Fax (713) 840-1607
karie.boughton@ourclub.com

713/ 840-9001

FAX 713/ 840-1607