

Public & Private

ANNA QUINDLEN

Asking the Questions

The Clinton Administration is sick to death of it. The President ran on the economy, but all anyone wants to talk about these days is who's taking care of the kids of the candidates for attorney general.

So it seems fitting to take a break from the witch hunts surrounding who paid what when to the sitter to discuss a pressing economic issue.

Child care.

The United States needs a national child care system for all families, from the poor to the well-to-do. If the withdrawal of two talented women lawyers from consideration for service in the Clinton Administration because of baby-sitter stuff ends in a welter of class wars and gender hostilities, we will have missed an opportunity to begin a process that should have started two decades ago.

By 1995, two-thirds of the women with preschool children are expected to be working outside their homes. Yet child care has never been a major political issue. And the most de-

Our late entry into the world of child care policy gives us plenty of other national programs to consider. In France, nearly all children between the ages of 3 and 5 attend free preprimary schools. A third of all younger children are cared for in licensed and monitored family day-care homes or day-care centers.

In the United States women frequently set up family day care in their own homes with no training or licensing. The Government family day-care system in France includes local hub offices that provide equipment, activities and oversight and a nurse-director who hires and trains providers and matches them with children. Parents pay on a sliding scale based on income.

The system is so good that a group of American experts studied French facilities in 1989. One of them was Hillary Rodham Clinton, then chair of the Children's Defense Fund, now the obvious person to spearhead child care policy. Ms. Clinton is already working on health care, but maybe it's time to start thinking of child care as a subset of health care, providing for the physical, mental and emotional health of many of America's children.

We know what we don't want: We don't want a big government child care monolith. We need a range of options, from corporate centers and benefit packages to family day care and government subsidies. We need community centers and community information banks about sitters.

Where's the money to come from? people will ask. But a better question is where the money's now going. Businesses are losing billions of dollars every year in lost employee time because of child care problems. Government is paying billions in public assistance to women who say a major impediment to going back to work is finding child care they can afford.

And the biggest little cash economy in America turns out to be baby-sitting, not just for briefcase moms with immigrant sitters but for family day-care providers who don't report their income and for women on welfare who supplement their checks with baby-sitting money.

But this is more than an economic issue. America pays lip service to liking kids, but you can't prove it by how they're treated or the priority given their care. It may take some time to find answers for us on this issue. But it's time, past time, that we started asking the questions. □

Time to consider child care

pressing thing about the debate these last few weeks has been the defeatism of the dialogue: I have to make do with inconvenient, expensive, even unsafe child care arrangements — why shouldn't you?

Last week the President talked about wanting to immunize all American children. If we had a system of early childhood care, well-baby programs would be an obvious part of that care. Last week the President talked about wanting to get people off welfare. Women on welfare will tell you one of the greatest impediments to getting off is child care and its cost. "It's the biggest problem in our lives," one mother of three said of herself and her friends.

At the York Street Project in Jersey City, which offers high school classes to women who have dropped out and housing to those who are homeless, the nuns who run the place say it took them only a year to realize that child care would be the linchpin of their efforts, that women couldn't show up for classes or make it to work if they didn't have a safe and stable place to leave their kids.

THE PRESIDENT HAS SEEN
2/23/93

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2/10/93

C. Everett Koop

In the Dark About Shots

We have created a misplaced sense of complacency about children's health.

At long last, an administration is coming to grips with the poor immunization record of our youngest children. However, as The Post has noted ["Immunity for Children," editorial, Feb. 4], the cost of vaccines is only the tip of the iceberg.

The Clinton administration's proposal that the federal government purchase vaccines for all children is a little like a doctor treating the symptoms without trying to cure the disease. The patient may feel better, but the problem won't go away. In the case of America's startlingly low immunization rate among children under 2 years of age, the real problem is inadequate public education and access to, not availability of, vaccines.

The generation now having children has little memory of the fear of polio epidemics, nor of the crippling effects of polio on those children who did not die. Nor do they remember the deaths that followed measles and diphtheria. Indeed, many of today's young parents never had these childhood diseases themselves.

Ironically, in conquering these and other potentially deadly diseases of childhood, we have inadvertently created a misplaced sense of complacency about children's health. The fact that as many as half of American children under the age of 2 aren't receiving the necessary vaccinations stems in large part from the ignorance of otherwise conscientious, caring and intelligent mothers and fathers. Many parents of preschoolers mistakenly believe that such diseases were eradicated completely a generation ago. The measles epidemic that swept this country between 1988 and 1991 proves just how wrong even people with the best intentions can be.

In advancing a nationalized vaccine purchase plan, the Clinton administration assumes—erroneously—that the problem is solely economic. True, vaccine prices did rise in the 1980s and '90s, when the number of preventative vaccines doubled as a result of new immunization schedules. In addition, largely unfounded fears of severe vaccine-related illness, fueled by media attention, drove up the costs of lia-



BY LUCIAN PERKINS—THE WASHINGTON POST

bility insurance for vaccine manufacturers. However, the experience of 11 states that already have vaccine purchase plans should be testament enough that universal availability of free vaccines does not guarantee high immunization rates. At an average of only 63 percent, their immunization rates are little better than the national average of 58 percent. In other states, thanks to a successful private-public partnership, any person—regardless of income level—can have his or her child vaccinated free of charge or on as-able-to-pay basis at public health clinics. Quite often private practice physicians refer their patients whose health insurance (disgracefully) doesn't cover routine childhood immunizations to public clinics. Here, where lines are long and hours short, the deterrent is inconvenience, not expense.

To say that the problem isn't entirely economic doesn't mean that spending more money won't help solve it. However, rather than spending the estimated \$300 million to \$500 million it would take to buy up the nation's vaccine supply, our resources would be better channeled into a carefully orchestrated effort involving industry and government at the state, local and federal levels.

First, the U.S. Centers for Disease Control and Prevention should increase the number, staff and type of facilities through which government-supplied vaccines are made available. One option would be to open additional public health centers in underserved urban and rural areas and to explore alternative means of delivering vaccines, such as mobile health clinics. Another would be to extend the hours of those already in

operation to include nights and weekends, when working parents are more likely to be able to take their children for care.

Second, the government should initiate a broad public awareness campaign using print and broadcast media regarding the need to vaccinate children on schedule, emphasizing the benefits and cost-effectiveness—in terms of disease prevention—of immunization. Expectant parents and parents of toddlers are logical targets for such a campaign.

Third, the Health and Human Services Department needs to develop questions about a child's immunization history and compile information about vaccines and locations of immunization sites, which states could use when enrolling and recertifying individuals in federally subsidized medical programs in order to keep better track of vaccinations. HHS also should require states to develop hospital birth registries, computerized immunization tracking systems and referral procedures for state-administered programs, as well as a plan for transportation assistance to Medicaid-eligible children.

Fourth, private insurance coverage of immunization services must be expanded to make employee health insurance plans covering well-baby and well-child care available to the self-employed and to small businesses at group discount rates. Immunization coverage should be available without patient co-payment, co-insurance or meeting annual deductible requirements. To offset the additional expense to insurance carriers, the government should allow a special 40 percent tax credit, with the balance of the extra cost deductible at 100 percent for all employees.

The good intentions that pave the road to children's health must be tempered with a shot of reality. To buy vaccines without ensuring the public knows how important they are and where, how and when to get them for their children is tantamount to answering a call for help by saying, "Call me in the morning."

The writer was U.S. surgeon general from 1981 to 1989

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Espy Urges 'Empowerment' As New Anti-Poverty Policy

By Guy Gugliotta
Washington Post Staff Writer

Agriculture Secretary Mike Espy yesterday called for an anti-poverty policy that goes beyond traditional welfare and subsistence programs to promote independence and initiative among poor people, signaling that "empowerment" is an idea whose time has come—even for Democrats.

"We need to come to a better understanding about how poverty can be eradicated," Espy said. "Poverty has adamantly outlived the 'War on Poverty,' the New Deal and the Great Society; it has defied the 'Reagan Revolution' and Bush's 'kinder, gentler.' Poverty is here and it is strong. . . . We have got to do it better."

Espy's remarks opened a three-day conference held by The Empowerment Network, a newly formed nonprofit organization that promotes strategies to mobilize poor people to make their own decisions and create their own opportunities in housing, jobs and social action.

Empowerment was a watchword for a Bush administration intent on nurturing market forces and individual initiative in the nation's slums. But it was a buzzword for Democrats suspicious that conservatives wanted to use empowerment as an excuse to cripple government-mandated welfare, housing and social assistance programs.

Policies typically described as empowerment include tenant management and home ownership for low-income families, granting tax breaks and other advantages to companies willing to settle in "enterprise zones" in poverty-stricken areas, promotion of small business "micro-enterprises" among low-income entrepreneurs and active efforts to stimulate training, education and asset formation among welfare recipients.

President Clinton embraced many of these ideas during his campaign, treating them as if they had become part of a universal menu of anti-poverty alternatives rather than a Republican call to arms. His program to "end welfare as we know it," co-written and announced by Espy at the Democratic National Convention, incorporated many elements of the empowerment agenda.

And with a Democrat in the White House, there are increasing signs that empowerment is becoming politically correct for Democrats. The House Tuesday announced formation of a bipartisan "Congressional Empowerment Caucus," and Rep. Charles B. Rangel (D-N.Y.) has scheduled an "empowerment briefing" today with experts invited from around the country.

Espy, a former congressman from the Mississippi Delta, recalled his days as a "renegade Democrat" supporting empowerment policies among hostile colleagues, but showed the game had changed by promising to be "a consistent voice within the Clinton administration for an empowerment agenda." As agriculture secretary, Espy has control over food stamps, school lunches, feeding programs for pregnant women and new mothers, and a host of housing, lending and development projects for rural areas.

Espy also espouses the empowerment tenet that the effectiveness of anti-poverty policy should be measured in asset accumulation rather than income and consumption.

"We spend billions of dollars to help poor people subsist," he said. "But unless they can accumulate assets, the poor will always be poor."

Owning your own home, he said, "is not a Republican idea; it is an American idea." If nothing else, he added, last year's Los Angeles riots showed that "you don't burn down what you own."

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Dennis Shea

Winning Back Reagan Democrats.

Republicans are doing quite a bit of public soul-searching these days. Moderates like Tom Campbell and Nancy Kassebaum have formed the Republican Majority Coalition, which seeks to remove "socially divisive" issues such as abortion and homosexuality from the party platform. Jack Kemp, Bill Bennett and Vin Weber have formed an organization called "Empower America," which is designed to "tie conservative thought to political action." And Haley Barbour, the recently elected chairman of the Republican National Committee, ran his campaign for the top party post on a platform of "inclusiveness."

With Bill Clinton in the White House and with Democratic majorities in both houses of Congress, it's obvious to Republicans that retooling the intellectual engine of the party is vital. But these efforts at renewal will ultimately fail if they ignore the psychological and material needs of the so-called Reagan Democrat—the white, ethnic working-class and middle-class voter who crossed party lines to give the Republican Party presidential victories throughout the 1980s.

As someone who recently ran for Congress from a district incorporating portions of both Queens and the Bronx, I had the opportunity to talk with hundreds of Reagan Democrats. Like many Americans, Reagan Democrats are preoccupied with the daily struggle for security—economic security and physical security for themselves and their families. Last November, Reagan Democrats deserted George Bush for Bill Clinton and Ross Perot not because they were turned off by a controversial Republican Convention that promoted "family values," but because the Republican Party and its presi-

dential standard-bearer failed to talk convincingly about these security issues.

In other words, the "family values" schtick was a good warm-up act, but it just wasn't enough to carry the show.

Economic Security. When it comes to jobs and economic growth, Reagan Democrats are not ideological. They do not care whether jobs are created through supply-side tax cuts, through increased government spending on public-works projects or through a combination of both. What Reagan Democrats want is a commitment from their political leaders to safeguard their economic security. Clinton was able to communicate this commitment, and communicate it with some passion. Bush perhaps had the commitment, but he failed to communicate it, despite his desperate "Message: I Care!" plea to the voters of New Hampshire.

As evidence that he was a "new kind of Democrat," candidate Clinton also promised to "end welfare as we know it," recognizing not only the destructive impact the welfare system has had on the American family, but also the real anger that Reagan Democrats have about the use of their tax dollars to subsidize an ever-burgeoning welfare class. Quite simply, Reagan Democrats view this subsidy as a diminution of their own economic security. If the Clinton administration drags its feet on welfare reform, then Republicans have an issue. They may even have an ally in Democratic Sen. Daniel Patrick Moynihan.

In addition, Republicans have an opportunity to stake out principled positions in the areas of affirmative action and immigration policy. For Reagan Democrats,

unfettered affirmative action means fewer jobs and reverse discrimination; unfettered immigration means more welfare and more chaos. With his so-called diversity pledge, Clinton appears to have swallowed whole the ideology of affirmative action, giving Republicans the rhetorical opportunity to promote the principle of race-blind merit. On the other hand, Clinton's views on immigration policy are murky at best, although he pledged during the campaign to "make family reunification the cornerstone" of his policy.

Physical Security. In my own district, 56 percent of those questioned in a poll said that crime and drugs, not the economy, were the most pressing problems facing their community. Yet unbelievably, the Bush campaign ceded the crime issue to Clinton, even though a tough-on-crime stance had been one of the key reasons for Bush's success in 1988.

Much of the blame lies with a weak Justice Department that lacked imagination and overemphasized technical issues like habeas corpus reform and reform of the civil justice system. These issues may be important to the lawyers on Constitution Avenue, but they don't sell out on the hustings. Unfortunately, politically attractive proposals like the Police Corps, a college scholarship program for students who commit to work on big-city police forces after graduation, won broad support from liberals and conservatives alike, but were largely ignored by the Bush campaign.

In the coming years, Republicans should channel intellectual talent and en-

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The Washington Post

ergy into developing more imaginative responses to the problem of crime. This is not simply a matter of political survival—for sure, Republicans cannot afford to cede the crime issue again to the Democrats—it is also a question of the survival of our cities.

Some Conclusions. For the Republican Party to win back Reagan Democrats, it must transcend its reputation as the party that preaches the old-time "pick-yourself-up-by-your-own-bootstraps" religion. Instead, it must be the party that promises to allay the legitimate fears of those who are making it, but who are nonetheless living at the brink of economic and physical ruin.

"Empowerment," "inclusiveness," and "majority coalitions" are useful themes as the Republican Party seeks to find itself. But "security" may be the most important theme of all.

The writer was the Republican nominee for Congress from New York's 7th District in the last election.

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2/23/93

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Clinton's Break for Small Business Generates Skepticism

Proposed Tax Cut in Capital Gains Is Not Expected to Fly With Angels

By TIMOTHY L. O'BRIEN

Staff Reporter of THE WALL STREET JOURNAL

Tonight President Clinton is expected to propose in his address to the nation a break for small companies: a cut in capital-gains taxes for their new investors. Yet many in the small-business community predict few benefits.

"Frankly, with the way interest rates are today, people are going to be buying stock anyway, regardless of any capital gains [tax] cuts," says Reg Jones, chief financial officer of Hycor Biomedical Inc., a Garden Grove, Calif., maker of medical diagnostic chemicals.

Indeed, some say it's the economy's overall health that propels venture investments, not capital-gains tax cuts. "If the economy isn't fixed, capital gains [tax] cuts aren't going to make a difference for small businesses because the environment for doing business needs to be stronger," says Claire Leonardi, a managing director of Bigger Investment Management Co., a Farmington, Conn., firm that invests in venture capital partnerships.

Mr. Clinton's proposal, based on legislation co-sponsored by Sen. Dale Bumpers (D., Ark.) that was introduced yesterday, probably will include both a "venture capital" tier and one for "seed capital."

The venture tier would permit a 50% cut in the capital-gains rate on new investments held for at least five years in companies that have raised \$100 million or less in the debt and equity markets. The seed tier, for investors in companies that have raised \$5 million or less, would allow an additional 10% deduction from capital gains taxes for each year after the fifth. Investors' tax bites ultimately could reach

zero if they held their investments for 10 years.

Even strong backers of Mr. Clinton's proposal agree that the tax cut alone won't work magic for small businesses. "It is not a panacea," says Ed Hatcher, director of congressional relations for the American Electronics Association. "There is still a major problem as far as the credit crunch is concerned, and no one says this is going to cure the problems of small business."

To be sure, some small-business leaders agree that a capital gains tax cut might help. "It is a good idea for getting money into risky businesses," says Jack Rennie, chairman of Pacer Systems Inc., a Billerica, Mass., maker of aerospace equipment with about \$30 million in annual revenue. "And for people who invest in smaller companies, it's a very useful and important way of making us attractive to them."

Yet, even some small-business owners who like the idea, in principle, don't expect lowered capital gains taxes to bring their own operations more investment dollars. "There's little or no credit going to small businesses today. So everything helps," says Sidney Small, owner of Sidmar Enterprises Inc., a Holbrook, Mass., manufacturer of soaps and detergents with \$3 million in annual revenue. "But I don't think I have the kind of company that looks for outside investors."

Hycor's Mr. Jones, whose company has about \$27 million in annual revenue, sees such tax cuts as more meaningful for new ventures. But others say that even start-ups wouldn't get much of a boost from a capital-gains tax cut. Easing federal regulations and loosening bank credit would be more valuable for new busi-

nesses, argues William Sahlman, professor of entrepreneurial finance at the Harvard Business School.

Proponents of the Clinton plan say that previous capital-gains tax cuts have been a boon to small business, while previous increases have stalled growth. According to the National Venture Capital Association, a cut of almost 50% in the 1979 rate prompted a boom in venture capital investments that peaked in 1987. The

If the economy isn't fixed, capital-gains cuts aren't going to make a difference for small businesses because the environment for doing business needs to be stronger.

association also says that a 1986 increase in the capital-gains tax rate led to a decline in venture investments that hasn't yet bottomed out.

However, the picture is more complicated than that, association figures suggest. The 1979 capital-gains tax cut led to a modest pickup in investments in smaller enterprises; that trend didn't really accelerate until a recession ended in 1983. Though the capital-gains tax rate didn't change between 1983 and 1985, venture investments plummeted. And investments actually rose between 1986 and 1987 — even after the tax rate went up. The post-1987 decline may be attributed to the stock market crash that year and the onset of the recession.

Some critics fear that expected in-

creases in personal and corporate tax rates would offset any cuts in capital-gains taxes. Moreover, pension funds, which control about 50% of the nation's venture capital pool, aren't taxed on capital gains; thus, a gains cut isn't as meaningful to them as it is for individual investors.

A capital-gains tax cut for small businesses really aims to attract wealthy investors known as "angels." However, angels are very choosy because only 10% to 15% of their investments succeed. "Angels get involved in ventures because they know the guy or like the idea. So, I don't think a capital gains [tax] cut is going to improve the investment flow to small companies," Prof. Sahlman contends.

Such selectivity makes it especially difficult for minority enterprises to raise money through angels. "I do not think this [tax cut idea] is the most effective way to channel capital to small companies," says JoAnn Price, president of the National Association of Investment Companies, which represents investors in minority businesses.

Even if a capital-gains tax break looks attractive, angels could be scared off by an increase in the alternative minimum tax, an individual's lowest income tax rate. According to a congressional aide, President Clinton may seek to raise the minimum tax, currently set at 24%, to 28%.

Furthermore, even though this minimum tax wouldn't apply to seed-capital investments under the Bumpers plan, it would apply to venture-capital outlays. Some observers view this as a problem. A capital-gains tax cut "has to be structured to be meaningful," says Patricia Cloherty, general partner in the New York firm Patricol & Co. Ventures.

THE WALL STREET JOURNAL

2-17-93

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Leonard Laster

No Politics at NIH

With all the pressures on President Clinton for brisk and early action to deal with front-burner realities, it may seem quixotic to chime in with advice about a symbolic gesture, but the one I recommend here deserves consideration.

In 1953, as I was completing my biomedical residency in Boston, I was invited to join a team of young physicians in opening the Clinical Center of the National Institutes of Health. Until then, I hadn't even known of the existence of the NIH. My department chairman advised, "Go there, do your two years of obligated military service, and come right back. That place will be a haven for government bureaucrats. They would have been better advised to have given the money to Harvard."

So I went off, planning to stay for only two years. I ended up staying for 18. During that time, a new world of biomedicine evolved both on the Bethesda campus and throughout the entire country, where the NIH supported a tidal wave of imaginative laboratory research. Molecular biology came into being, and nine of the Bethesda "bureaucrats" went on to win Nobel Prizes.

I cannot do full justice to the sense of mission and dedication that pervaded biomedicine during the 1950s and 1960s. Those heady days were rooted not in visions of stock options and presidencies of start-up companies, but in quests for deeper insights into the intricacies of biology and the causes of human disease.

The NIH directors during those years were dedicated scientists and physicians whose management careers had evolved out of their research accomplishments. They developed and refined the concepts of investigator-initiated research, peer review, training programs for new scientists and clinician/researchers, targeted and comprehensive research projects and many other seminal ideas. Not everything worked perfectly, and not all the outcomes were fully anticipated. But by and large, they generated one of the most exhilarating bursts of scientific creativity we have witnessed in this country.

The NIH directorship became a world-respected biomedical administrative post, and until the early 1970s it remained nonpolitical. Then it was converted abruptly into a political appointment. It is my impression that this happened because a White House staffer felt that the NIH director had slighted him during a hearing. Whatever the reason, the change was made.

Since then, there have been some excellent appointments and some pedestrian ones, but for two years before the designation of the present incumbent, Dr. Bernadine Healy, the job

went begging and lost much of its distinction. Worse yet, too much of the remaining idealism associated with the administrative leadership of biomedicine also underwent marked atrophy.

The requirements for inviolate adherence to political dogma that were appended to the job conflicted seriously with the integrity of its stewardship. To the best of my knowledge, some outstanding candidates who were approached during the two-year hiatus withdrew from consideration rather than reveal their views, or vow allegiance, on such matters as abortion and research on fetal tissues.

My issue now is not an assessment of the quality of Healy's performance as the NIH director. I do not question the caliber of her intelligence, training and earlier administrative performances. But just as we have endeavored for more than 200 years to preserve a separation between church and state, so too do I believe that we should try to maintain a comparable separation between basic biomedical research and politics.

Contrary to justifications that were advanced when the job was modified, making the NIH appointment political did not give the directors greater access to presidents who were unsympathetic to the value of scientific research or to its need for intellectual freedom, but it did erode key intangible attributes of the post. That is why I recommend that President Clinton restore the position to its former nonpolitical status.

I realize that a multibillion-dollar federal appropriation, such as that of NIH, can never be isolated completely from the overtones of politics, but a revitalization of the professional scientific character of the NIH directorship would be encouraging to the coming generation of researchers and to the rest of us, the ultimate beneficiaries of their work.

Although many aspects of clinical medicine and industrial biotechnology are now thriving on intellectual dividends derived from molecular biology, inevitably the day will come when full benefit will have been extracted from the past research and we will need successor concepts. The new ideas may lie in neurobiology, in developmental biology or in a field yet to evolve. To generate the next surge of understanding, biomedical investigators will, as before, need opportunities to be creative and to dream dreams unfettered by stifling bonds of inappropriate political controls.

The writer is a professor of medicine and health policy and chancellor emeritus at the University of Massachusetts Medical Center, Worcester.

The Washington Post

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THE WHITE HOUSE
WASHINGTON

DATE: 2/23/93



TO: TONY LAKE
LEON PANETTA

FROM: JOHN D. PODESTA
Assistant to the President and
Staff Secretary

The attached has been forwarded
to the President.



THE WHITE HOUSE

WASHINGTON

93 FEB 22 P8:22

Monday, February 22, 1993

MEMORANDUM FOR THE PRESIDENT

FROM: Howard Paster *HP*
SUBJECT: Senator Robert C. Byrd

The Senator called subsequent to last week's leadership meeting and your speech to the Joint Session to express the view that foreign aid is an area that can take further spending cuts. He feels it is tough to ask citizens in the U.S. to take percentage cuts higher than those taken in foreign programs, and specifically cited the assumption by Israel and Egypt that their money was protected.

I call this to your attention since he wanted it shared with you, as well as to avoid any surprises when you next talk with him.

THE WHITE HOUSE
WASHINGTON

February 23, 1993



MR. PRESIDENT:

Mack asked that the attached
be forwarded to you.

John Podesta

cc: D.Watkins
B.Nussbaum
R.Emanuel



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FEBRUARY 22, 1993

MEMORANDUM FOR JACK McLARTY
MARCIA HALE
RAHM EMANUEL

FROM: Howard Paster *HP*
SUBJECT: Senator George Mitchell

Senator Mitchell called to discuss the feasibility of having the President travel to Maine for the Senator's major in-state fundraising event scheduled for Saturday June 19.

- 1.) Is that date available?
- 2.) Would the President want to do this? (The Senator says he would need the President in Portland for as few as two hours, stopping by a moderate priced event and spending additional time at a more costly event.)
- 3.) Do we know how to price the reimbursement for political travel?
- 4.) Can the President travel on a smaller aircraft for a quick political trip?

Obviously, I would like to accommodate the Majority Leader without forcing him to incur more expenses than necessary. May I get some immediate guidance on how matters like this are to be handled? I have promised to let the Senator know in a day or two if this is date is available, and then we can go from there.

Thanks.

Chrom

DATE: 02/22/93

MARSHA SCOTT
WENDY SMITH

TO:

FROM: JOHN D. PODESTA
Assistant to the President and
Staff Secretary

For your appropriate handling.

7 pages

To: The White House
Staff Secretary
c/o Todd Stern
(202) 456-2883

From: Diane Acevedo (213) 262-6990 FAX
(213) 264-6633 phone #.

Re: President Clinton's conversation
with me yesterday in Santa Monica.

Date: FEB. 22, 1993

Todd, Thank you for caring! I
have enclosed a letter that I hope you
can forward to the President. We
have already sent Hilary a letter
with her clinical history, but I will
send it again if you need one. It's ironic
that today Melissa is 9 months old - because
her doctors told us that she would not
live this long without her transplant, but
she is running out of time. I have to
go to work to keep her insurance - so when
you call me back - please either
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leave a phone number where we
can reach you or your staff.

Again Todd, I am very sorry if I
sounded in any way pushy or demanding
but we're all Melina has, and we
have to fight for her life. Please I
beg you to understand. I will keep you
your staff, and the President in my
prayers, and please keep Melissa in
yours.

Sincerely and respectfully yours,
Diane Acevedo.

Dear President Clinton,

Today February 21, 1993 after speaking to you and shaking your hand among the thousands of others in a Santa Monica City College gym you gave me, my family, a an 8th month old baby girl named Melissa Ocordeo our last ray of hope.

The fact that you were born in a place called Hope is not ironic Mr. President, because ever since Melissa was born, and the doctors told us that she would die unless she received a transplant, all we have been holding onto is hope.

The fact that you chose my brother, Melissas' father to be one of history's first Latino Healthcare CEOs to stand next to you and speak on your behalf in Chicago last August was not ironic either, but I believe God's way of giving Melissa a chance for life, and again you became her only hope.

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Every day since last August we prayed that God watch over you and Hilary because we knew that unless you became President, Melissa would probably die.

The financial hardships that Melissa's hospital care have brought to the family has drained us all. We are very proud people Mr. President, the grandchildren of immigrants we have never asked for a penny of help from government or anyone else.

So on January 20th, 1993^{when} my brother and I stood outside among thousands to watch you become the President of the United States, we knew that even though we had used our last bit of savings on airfare to make the trip, it would be worth it, because if it meant that it would bring us closer to meeting you and asking for your help in getting Melissa her transplant.

This afternoon after I walked to my car in Santa Monica I stopped to call my brother and his wife, still in tears I gave them the ~~news~~ news that you

promised to help, and my Sister-in-law went into the baby room and woke Melissa out of sleep and told her that she would be O.K. that President Clinton was going to help us all, and she smiled almost as if she knew.

On Friday January 22, 1993 I stood outside the White House and waited for the news to report that you had signed the lift on the Fetal Tissue Ban. I held onto more hope all the way back to Los Angeles because I knew that Melissa had received more hope for life. But Mr. President, we still cannot get it for her. She is still caught in the middle of what became a very political issue that has blocked the ability for her to have the procedure done.

We had lost all hope until today!

Please Mr. President, believe that I am truly sorry for causing any undue burden on you. I know that you have so much to worry about, and that our country needs a man like you so much, but you are our only chance at life for Melissa,

She is only 8 months old and cannot speak or advocate for herself. We have to fight for her chance to live.

The syndrome Melissa was stricken with is called "Di GEORGE". About one in three hundred thousand children is born with "Di GEORGE", and so far Melissa has outlived them all much to the doctors dismay. We attribute her survival to God's will. And we also know that it was God's will for you to have become President of this great country, and that you would try your best to help us through this tragic nightmare.

Mr. President, thank you for caring, may God bless you, Hilary, and Chelsea. I hope that you can respond quickly because Melissa is running out of time. I will call your assistant Wendy Smith, and hope you can somehow find a way to help us through this, and I am truly sorry to burden you. A

We can be reached at the following numbers.

James and Detecia Acaredo
mother and father
(818) 361-1591.

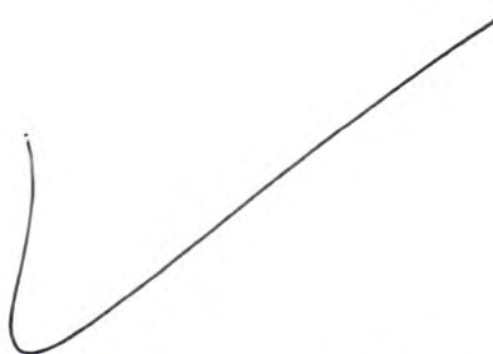
I can be reached at:

Diane Acaredo
(213) 264-6633.

(213) 262-6990 - FAX.

I remain, sincerely yours,

Diane Acaredo.



OFFICE OF THE STAFF SECRETARY

Fax Cover Sheet

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TO: Cong. Jane Harman

FROM: John Podesta

SUBJECT:

NUMBER OF PAGES (including cover sheet):

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Questions ?? Please call 202/456-2702



**Technology for America's Economic Growth,
A New Direction to Build Economic Strength**



**President William J. Clinton
Vice President Albert Gore, Jr.**

February 22, 1993

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Technology for America's Economic Growth: A New Direction to Build Economic Strength

A New Direction

Investing in technology is investing in America's future: a growing economy with more high-skill, high-wage jobs for American workers; a cleaner environment where energy efficiency increases profits and reduces pollution; a stronger, more competitive private sector able to maintain U.S. leadership in critical world markets; an educational system where every student is challenged; and an inspired scientific and technological research community focused on ensuring not just our national security but our very quality of life.

American technology must move in a new direction to build economic strength and spur economic growth. The traditional federal role in technology development has been limited to support of basic science and mission-oriented research in the Defense Department, NASA, and other agencies. This strategy was appropriate for a previous generation but not for today's profound challenges. We cannot rely on the serendipitous application of defense technology to the private sector. We must aim directly at these new challenges and focus our efforts on the new opportunities before us, recognizing that government can play a key role helping private firms develop and profit from innovations.

We must move in a new direction:

- Strengthening America's industrial competitiveness and creating jobs;
- Creating a business environment where technical innovation can flourish and where investment is attracted to new ideas;
- Ensuring the coordinated management of technology all across the government;
- Forging a closer working partnership among industry, federal and state governments, workers, and universities;
- Redirecting the focus of our national efforts toward technologies crucial to today's businesses and a growing economy, such as information and communication, flexible manufacturing, and environmental technologies; and,
- Reaffirming our commitment to basic science, the foundation on which all technical progress is ultimately built.

For the American People

Our most important measure of success will be our ability to make a difference in the lives of the American people, to harness technology so that it improves the quality of their lives and the economic strength of our nation.

We are moving in a new direction that recognizes the critical role technology must play in stimulating and sustaining the long-term economic growth that creates high-quality jobs and protects our environment.

We are moving in a new direction to create an educational and training system that challenges American workers to match their skills to the demands of a fast-paced economy and challenges our students to reach for resources beyond their classrooms.

We are moving in a new direction to dramatically improve our ability to transmit complicated information faster and further, to improve our transportation systems, our health care, our research efforts, and even the ability of our military to respond quickly and decisively to any threat to our nation's security.

In these times, technology matters as well to an efficient farm, food processing, and food retailing industry that delivers a variety of low-cost, wholesome foods; to a construction industry that builds high-quality, affordable housing; and to an energy sector that balances energy efficiency with clean, affordable and efficient energy sources.

New Criteria

We will hold ourselves to tough standards and clear vision. The best technology policy unleashes the creative energies of innovators throughout the economy by creating a market that rewards invention and enterprise. We are moving to accelerate the development of civilian technology with new criteria:

- Accelerating the development of technologies critical for long-term economic growth but not receiving adequate support from private firms, either because the returns are too distant or because the level of funding required is too great for individual firms to bear;
- Encouraging a pattern of business development that will likely result in stable, rewarding jobs for large numbers of workers;
- Accelerating the development of technologies that could increase productivity while reducing the burden of economic activity on the local, regional, or global environment;

- Improving the skills offered by American workers by increasing the productivity and the accessibility of education and training;
- Reflecting the real needs of American businesses as demonstrated by their willingness to share the cost of research or participate in the design of initiatives;
- Supporting communities or disadvantaged groups in the U.S. or abroad who have not enjoyed the benefits of technology-based economic growth;
- Contributing to U.S. access to foreign science and technology, enhancing cooperation on global problems or U.S. successes in technology-related foreign markets.

Reaching Our Technology Goals

The challenge we face demands that we set and keep focused on our goals:

- **LONG TERM ECONOMIC GROWTH THAT CREATES JOBS AND PROTECTS THE ENVIRONMENT**
- **A GOVERNMENT THAT IS MORE PRODUCTIVE AND MORE RESPONSIVE TO THE NEEDS OF ITS CITIZENS**
- **WORLD LEADERSHIP IN BASIC SCIENCE, MATHEMATICS, AND ENGINEERING.**

We have the means to stimulate innovations that will bring economic growth and help us reach our goals and other important objectives. Foremost is a sound fiscal policy that reduces the federal deficit and lowers interest rates. But that is not always enough. We must also turn to:

- Research and experimentation tax credits and other fiscal policies to create an environment conducive to innovation and investment;
- A trade policy that encourages open but fair trade;
- A regulatory policy that encourages innovation and achieves social objectives efficiently;
- Education and training programs to ensure continuous learning opportunities for all Americans;

- Support for private research and development through research partnerships and other mechanisms to accelerate technologies where market mechanisms do not adequately reflect the nation's return on the investment;
- Support for contract R & D centers and manufacturing extension centers that can give small businesses easy access to technical innovations and know-how;
- Support for a national telecommunications infrastructure and other information infrastructures critical for economic expansion;
- Department of Defense and other federal agency purchasing policies designed to foster early markets for innovative products and services that contribute to national goals;
- Strong and sustained support for basic science to protect the source of future innovations;
- International science and technology cooperative projects that enhance U.S. access to foreign sources of science and technology, contribute to the management of global problems, and provide the basis for marketing U.S. goods and services;
- Dual-use Defense Department research and development programs;
- National user facilities that make sophisticated research tools, such a synchrotron radiation and neutron beam tools, available to a variety of research organizations.

Managing Technology for Economic Growth

Redirecting America's programs in science and technology will require major changes in the way we manage our efforts. Tight management is essential to ensure the highest possible return on our investments and to ensure that tax, regulatory and other efforts reinforce instead of frustrate our work.

We are making major changes:

- Working with Vice President Gore, a reinvigorated Office of Science and Technology Policy will lead in the development of science and technology policy and will use the Federal Coordinating Council on Science, Engineering, and Technology, along with other means, to coordinate the R & D programs of the federal agencies;
- The new National Economic Council will monitor the implementation of new policies and provide a forum for coordinating technology policy with the policies of the tax, trade, regulatory, economic development, and other economic sectors.

As we move from traditional, mission-oriented R & D to investments designed specifically to strengthen America's industrial competitiveness and create jobs, considerable

care must be taken to set priorities. In many cases, it will be essential to require cost-sharing on the part of private partners. In all cases, it will be essential for our government to work closely with business and labor.

Our initiative in advanced manufacturing, for example, will not be successful without direct input from the private sector about which technical areas are most important. We will conduct a review of laws and regulations, such as the Federal Advisory Committee Act and conflict-of-interest regulations to determine whether changes are needed to increase government-industry communication and cooperation.

We also will work closely with Congress to prevent 'earmarking' of funds for science and technology. Peer review and merit-based competition are critical to the success of any science and technology policy.

Effective management of technology policy also requires an effective partnership between federal and state governments. The states have pioneered many valuable programs to accelerate technology development and commercialization. Our efforts should build on these programs.

And, every federal technology program, including those of long-standing, will be regularly evaluated against pre-established criteria to determine if they should remain part of a national program. Major changes facing our nation's economy demand a searching re-examination of technology programs, particularly now as we move toward new efforts and a new emphasis in our technology for America's economic growth.

Building America's Economic Strength: New Initiatives

The challenges we face -- from our competitors abroad and from our people at home -- demand dramatic innovation and bold action that will not just revive our economy now but also ensure our economic growth well into the future. Building America's economic strength through technology demands new initiatives that confront these challenges effectively, efficiently, and creatively.

- **PERMANENT EXTENSION OF THE RESEARCH AND EXPERIMENTATION TAX CREDIT** to sustain incentives for the R&E work so essential to new developments;
- **INVESTMENT IN A NATIONAL INFORMATION INFRASTRUCTURE** and establishment of a task force working with the private sector to design a national communications policy that will ensure rapid introduction of new communication technology;
- **ACCELERATED INVESTMENT IN ADVANCED MANUFACTURING TECHNOLOGIES** that promote U.S. industrial competitiveness and that build on, rather than minimize, worker skills;

- **RE-ESTABLISHING TECHNOLOGICAL LEADERSHIP AND COMPETITIVENESS OF THE U.S. AUTOMOBILE INDUSTRY** through a major new program to help the industry develop critical new technology that can all but eliminate the environmental hazards of automobile use and operate from domestically produced fuels and facilitate the development of a new generation of automobiles;
- **IMPROVE TECHNOLOGY FOR EDUCATION AND TRAINING** by supporting the development and introduction of computer and communications equipment and software that can increase the productivity of learning in formal school settings, a variety of business training facilities and in homes.
- **INVESTMENTS IN ENERGY-EFFICIENT FEDERAL BUILDINGS** to reduce wasteful energy expenses and encourage the adoption of innovative, energy-efficient technology.

GOAL: LONG-TERM ECONOMIC GROWTH THAT CREATES JOBS AND PROTECTS THE ENVIRONMENT

Technology is the engine of economic growth. In the United States, technological advance has been responsible for as much as two-thirds of productivity growth since the Depression. Breakthroughs such as the transistor, computers, recombinant DNA and synthetic materials have created entire new industries and millions of high-paying jobs.

International competitiveness depends less and less on traditional factors such as access to natural resources and cheap labor. Instead, the new growth industries are knowledge based. They depend on the continuous generation of new technological innovations and the rapid transformation of these innovations into commercial products the world wants to buy. That requires a talented and adaptive work force capable of using the latest technologies and reaching ever-higher levels of productivity.

Modern production systems also make much more efficient use of energy and materials. Advances in technology can lead to enormous reductions in the environmental emissions associated with automobiles, buildings, and factories. And because pollution always signals inefficiencies and, because wasteful energy costs raise the price of doing business, these technology advances can also lead to increased profits.

We can promote technology as a catalyst for economic growth by:

- directly supporting the development, commercialization, and deployment of new technology;
- fiscal and regulatory policies that indirectly promote these activities;
- investment in education and training; and,
- support for critical transportation and communication infrastructures.

Technology Development, Commercialization and Use

Since World War II, the federal government's de facto technology policy has consisted of support for basic science and mission-oriented R&D -- largely defense technology. Compared to Japan and our other competitors, support for commercial technology has been minimal in the U.S.. Instead, the U.S. government has relied on its investments in defense and space to trickle down to civilian industry.

Although that approach to commercial technology may have made sense in an earlier era, when U.S. firms dominated world markets, it is no longer adequate. The nation urgently needs improved strategies for government/industry cooperation in the support of industrial technology. These new approaches need not jeopardize agency missions: In many technology areas, missions of the agencies coincide with commercial interests or can be accomplished better through close cooperation with industry.

This Administration will modify the ways federal agencies do business to encourage cooperative work with industry in areas of mutual interest. President Eisenhower undertook a similar policy change in 1954, when he issued an executive order directing federal agencies to support basic research. This new policy will result in significantly more federal R&D resources going to (pre-competitive) projects of commercial relevance. It will also result in federal programs that go beyond R&D, where appropriate, to promote the broad application of new technology and know-how.

R&D. At the level of technology development, the fundamental mechanism for carrying out this new approach is the cost-shared R&D partnership between government and industry. All federal R&D agencies (including the nation's 726 federal laboratories) will be encouraged to act as partners with industry wherever possible. In this way, federal investments can be managed to benefit both government's needs and the needs of U.S. businesses.

This reorientation is particularly urgent for the Department of Defense, which accounts for 56 percent of all federal R&D. A significant portion of DoD's research and development budget is already focused on dual-use projects -- particularly projects supported by the Defense Advanced Research Projects Agency (DARPA). Since a growing number of defense needs can be met most efficiently by commercial products and technology in the years ahead, this fraction will increase. DoD is developing a strategy to improve the integration of defense and commercial technology development.

All federal support for technology development is being reviewed to ensure that research priorities are in line with contemporary needs of industry and to ensure that strategies for working with industry are consistent.

To strengthen industry-government cooperation and to provide more federal support for commercial R&D:

- **The ratio of civilian and dual-use R&D to purely military R&D is significantly higher in President Clinton's economic plan.** This is a first step toward balancing funding levels for these two categories. In 1993, the civilian share of the total federal R&D budget was approximately 41% . Under President Clinton's plan, the civilian share will be more than 50% by 1998. Total spending for civilian R&D will rise from \$27.9 billion to 36.6 billion during this period.
- **The Commerce Department's Advanced Technology Program is expanded significantly.** Established in 1990, the ATP shares the costs of industry-defined and industry-led projects selected through merit-based competitions.
- **The Defense Advanced Research Projects Agency (DARPA) will be renamed the Advanced Research Projects Agency (ARPA) --** as the agency was known before 1972. The ARPA program in dual use will be expanded in

ways that increase the likelihood that defense research can lead to civilian product opportunities.

- **New Department of Energy programs designed to increase the productivity of energy use in industry, transportation, and buildings as well as renewable energy programs** will ensure that the goals of environmental protection are fully consistent with other business objectives. DoE, working with other agencies, will encourage industry R&D consortia in an effort directed at reducing pollution and manufacturing waste.
- **Manufacturing R&D will receive particular attention from ATP, ARPA and other federal agencies.** SEMATECH, an industry consortium created to develop semiconductor manufacturing technology, will receive continued matching funds from the Department of Defense in FY94. This consortium can serve as a model for federal consortia funded to advance other critical technologies. Programs will be encouraged in the development of a new automobile, new construction technologies, intelligent control and sensor technologies, rapid prototyping, and environmentally-conscious manufacturing.
- **All laboratories managed by the Department of Energy, NASA, and the Department of Defense that can make a productive contribution to the civilian economy will be reviewed with the aim of devoting at least 10-20 percent of their budgets to R&D partnerships with industry.**
- **Agencies will make it a priority to remove obstacles to Cooperative R&D Agreements (CRADAs) and to facilitate industry-lab cooperation through other means.**
- **The Federal Coordinating Council for Science, Engineering, and Technology (FCCSET) will be strengthened.** Initiatives are currently underway in the following six areas: improving our understanding of the climate system, advanced supercomputers and computer networks, math and science education, materials processing, biotechnology, and advanced manufacturing.

Commercialization. Although U.S. firms remain relatively strong in the invention of new technologies, foreign competitors are often first to commercialize and bring new products to market. The reorientation of federal R&D can play an important role. Cooperative research is a powerful way to get technology and know-how into the hands of businesses that are in a position to put them quickly to work. The tax, regulatory, and other reforms described later also play a key role by creating a favorable investment environment for innovation. But in many cases additional programs are needed, such as:

- **Regional Technology Alliances** explicitly designed to promote the commercialization and application of critical technologies in which there are regional clusters of strength to encourage firms and research institutions within a

particular region to exchange information, share and develop technology, and develop new products and markets.

- **Agile Manufacturing programs** expanded to allow temporary networks of complementary firms to come together quickly to exploit fast-changing market opportunities. These programs support the development and dissemination of information technology and technical standards to make such networks possible.

Access and Use. In addition to support for the development and adoption of new technologies, programs are needed to ensure that all American businesses have easy access to existing technology and best practices. The Agriculture Department has historically devoted half of its R&D budget to the active dissemination of research results. The extraordinary productivity gains in American farming throughout this century owe a great deal to the close links between individual farmers and county extension agents.

American manufacturing also needs an effective system. New manufacturing technologies and approaches are available that can lead to dramatic improvements in product quality, cost, and time-to-market. But relatively few U.S. businesses have taken advantage of these new technologies and best practices. The problem is particularly acute among the 360,000 small and medium-sized manufacturers, many of whom are still using 1950s technology.

Workers should play a significant role in the use and spread of manufacturing technology. Workplace experience makes clear that new technologies are implemented most effectively when the knowledge and concerns of workers are included in the process.

To enhance the use of and access to technology, we will:

- **Create a national network of manufacturing extension centers.** Existing state and federal manufacturing extension centers managed through the Department of Commerce provide assistance to a small number of businesses, but service must be greatly expanded to give all businesses access to the technologies, testing facilities, and training programs they need. Federal funds (to be matched by state and local governments) will support and build on existing state, local, and university programs, with the goal of creating a nation-wide network of extension centers.
- **Expand the Manufacturing Experts in the Classroom program** to support manufacturing specialists from industry and labor teaching in technical and community colleges. The goal is to strengthen the capacity of such institutions to serve regional manufacturing firms.
- **Work through the Department of Labor to assist US firms in implementing the principles of high performance work organization.** DOL will coordinate assistance in workforce literacy, technical training, labor management relations,

and the restructuring of management and work processes. Implementation will occur in part through the network of manufacturing extension centers.

A World-Class Business Environment For Innovation and Private Sector Investment

Increasing investment in civilian technologies is only one element of a strategy to restore America's industrial and technological leadership, and to create high-wage, high-skill jobs. The United States must also ensure that its tax, trade, regulatory and procurement policies encourage private sector investment and innovation. In a global where capital and technology are increasingly mobile, the United States must make sure that it has the best environment for private sector investment and job creation.

To improve the environment for private sector investment and create jobs, we will:

1. **Make Permanent the Research and Experimentation (R&E) Tax Credit:** The need for additional U.S. investment in R&D is clear. Currently, the United States invests 1.9 percent of GDP in non-defense R&D, as compared to 3.0 percent in Japan and 2.7 percent in West Germany. We will increase private R&E expenditures by making the Research and Experimentation tax credit permanent. In the past, the effectiveness of this credit has been undermined by a series of six and nine-month temporary extensions. The credit cannot induce additional R&E expenditures unless its future availability is known when the businesses are planning R&E projects and projecting costs. R&E activity, by its nature, is long term and businesses should be able to plan their research activity knowing that the credit will be available when the research is actually undertaken. Thus if the R&E credit is to have the intended incentive effect, it should be permanent.
2. **Create incentives for long-term investments in small businesses:** The Administration will send legislation to Congress designed to provide incentives for those who make high-risk, long-term venture capital investments in startups and other small enterprises. These companies are the major source of job creation, economic growth, and technological dynamism in our economy.
3. **Create incentives for investment in equipment:** Currently, America's chief economic competitors are investing twice as much in plant and equipment (as a percentage of GDP) as the United States. Furthermore, studies show a high correlation between investment in new equipment and productivity -- since new technologies are often embodied in capital equipment. To stimulate additional investment in equipment, the Administration will propose a temporary incremental investment tax credit for large businesses and a permanent credit for small businesses.
4. **Reform antitrust laws to permit joint production ventures:** The Administration will forward legislation to Congress which would extend the National Cooperative Research Act of 1984 to cover joint production ventures. Increasingly, the escalating cost of state-of-the-art manufacturing facilities will require firms to share costs and pool risks.
5. **Ensure that U.S. trade policy strengthens high technology industries:** To remain competitive, America's high-tech industries need full access to overseas markets and effective protection of intellectual property rights. The Administration is committed to

multilateral and bilateral negotiations, and enforcement of existing agreements, that will accomplish these objectives. The trade policy must also be consistent with a vigorous public research and development program.

6. **Review proposals to increase the supply and availability of patient capital:** A number of proposals have been made to increase the time-horizon of investments. For example, the National Academy of Science has proposed creating a publicly-funded, privately run Civilian Technology Corporation. The private-sector Council on Competitiveness has proposed a sweeping set of reforms to improve corporate governance and encourage long-term asset ownership. The Administration will review these and other proposals in an effort to improve the environment for long-term investments.
7. **Ensure that federal regulatory policy encourages investment in innovation and technology development that achieve the purposes of the regulation at the lowest possible cost:** Regulatory policy can have a significant impact on the rate of technology development in energy, biotechnology, pharmaceuticals, telecommunications, and many other areas. The caliber of the regulatory agencies can affect the international competitiveness of the industries they oversee. At the same time, skillful support of new technologies can help businesses reduce costs while complying with ambitious environmental regulations. A well designed regulatory program can stimulate rather than frustrate attractive directions for innovation. We will review the nation's regulatory "infrastructure" to ensure that unnecessary obstacles to technical innovation are removed and that priorities are attached to programs introducing technology to help reduce the cost of regulatory compliance.

Education and Training

Technology policy can play a key role in supporting our commitment to improving the education and training opportunities for all Americans.

First, it is essential that priorities in research, regulatory, and other policies designed to encourage innovation and investment in the economy reflect the need to create high-performance workplaces -- workplaces which offer all workers skilled, rewarding jobs with opportunities for growth. These priorities are reflected in the design of the initiatives described earlier. Our plan ensures that economic growth works to the advantage of all Americans in the workforce, not just an elite group of well-educated workers who have easy access to training in new skills.

Secondly, it is essential that all Americans have access to the education and training they need and that the teaching enterprise itself become a high-performance workplace. Our initiatives in education and training follow four central themes: restructuring primary and secondary schooling, using youth apprenticeships and other programs to facilitate the transition from school to work for people who do not expect to go to college, making training accessible and affordable to all workers who need to upgrade their skills to keep pace with a rapidly

changing economy, and programs specifically targeted to help workers displaced by declining defense budgets or increased international trade.

Technology policy can and must support all of these objectives.

1. Public investment will be provided to support technology that can increase the productivity of learning and teaching in formal school settings, in industrial training, and even at home. New information technologies can give teachers more power in the classroom and create a new range of employment opportunities. Schools can themselves become high-performance workplaces.
2. Public investment will also be increased for programs designed to provide needed skills in mathematics, science, and engineering. Programs will be supported in primary, secondary, college, post-graduate schools and in a range of industrial training facilities. Particular attention will be paid to increasing participation by minorities and women.
3. Defense capabilities in education and training represent an important resource. New programs will accelerate transfer of this experience to civilian institutions. The Department of Defense and NASA have invested heavily both in the hardware and software needed for advanced instructional systems, they have accumulated valuable experience in how to use the new technologies in practical teaching situations. The Navy Training Systems Center and the Army Simulation, Training and Instrumentation Command together spend about \$1 billion a year on training systems. There are over 150 defense simulation and training companies serving these needs in central Florida alone.

Specific initiatives include the following:

- A. **Access to the Internet and developing NREN will be expanded** to connect university campuses, community colleges, and K-12 schools to a high-speed communications network providing a broad range of information resources. Support will be provided for equipment allowing local networks in these learning institutions access to the network along with support for development of high-performance software capable of taking advantage of the emerging hardware capabilities.
- B. **An interagency task force will be created** from appropriate federal agencies to (i) establish software and communication standards for education and training, (ii) coordinate the development of critical software elements, (iii) support innovative software packages and curriculum design, and (iv) collect information resources in a standardized format and make them available to schools and teaching centers throughout the nation through both conventional and advanced communication networks. This task force will provide specific assistance to the interagency task force on worker displacement.

- C. **Programs in the Federal Coordinating Council for Science, Engineering, and Technology (FCCSET) Committee on Education and Human Resources programs will be enhanced.** These programs are designed to improve the teaching of science, mathematics, and engineering at all levels. In K-12 schools, primary emphasis will be placed on teacher preparation, comprehensive organizational reform, and curriculum development. Programs for undergraduate education emphasize faculty preparation and organization and curriculum reforms but place heaviest emphasis on student incentives. At the graduate level, most funding is directed for fellowships.
- D. **Proposals will be encouraged for an industry consortia or regional alliance designed to develop new teaching systems (hardware and software) and work with training organizations throughout the nation to develop, install, and maintain state-of-the art systems.** Firms now providing similar services to defense training organizations are likely to participate.
- E. **Promote Manufacturing Engineering Education.** Traditional engineering education, with its focus on product design and analysis, has seriously neglected the management and operation of manufacturing activities. This program provides matching funds for graduate or undergraduate programs in manufacturing engineering.

New Options offered by Information Technology in Education and Training

- Computers can create an unprecedented opportunity for learning complex ideas, creating an environment that can closely approximate real work environments or experimental apparatus.
- Interconnected systems can help students work together as parts of a team even if the members of the team are separated geographically.
- Training can be embedded as a part of new equipment. Complex machine tools or software packages can be purchased with tutorials that bring new operators up to speed quickly, that provide quick refreshers for unusual events, and that allow operators to build new competencies during off-hours.
- Advanced systems permit instruction tailored to the learning needs of individuals. This is particularly important for retraining adults that reenter a training environment with a great variety of learning needs and learning abilities. And it is important in ensuring that minorities, women, people with disabilities, and others that may be disadvantaged by traditional approaches to instruction.
- Communication technologies can bring a rich education and training environment to people isolated because they live in remote areas or because of the demands of work and family responsibilities.
- Technology can reduce the burden of record-keeping and other paperwork that consumes so much teacher time in today's classrooms. It can also bring teachers and schools together in ways that facilitate the exchange of ideas and build a sense of community.

" Information Superhighways"

Efficient access to information is becoming critical for all parts of the American economy. Banks, insurance companies, manufacturing concerns, and many other business operations now depend on high-speed communication links. Many more businesses can take advantage of such systems if they are reliable, easy to use, and inexpensive. Such systems would also be of enormous value to schools, hospitals, and other public organizations. Even the most remote school could be connected to state-of-the art information. Hospitals could call in experts for consultation even if the expert is far from the patient.

Accelerating the introduction of an efficient, high-speed communication system can have the same effect on US economic and social development as public investment in the railroads had in the 19th century. It would provide a critical tool around which many new business opportunities can develop.

Specific new programs include :

- A. **Implementation of the High-performance Computing and Communications Program** established by the High-Performance Computing Act of 1991 introduced by Vice President Gore when he served in the Senate. Research and development funded by this program is creating (1) more powerful super computers, (2) faster computer networks and the first national high speed network, and (3) more sophisticated software. This network will be constructed by the private sector but encouraged by federal policy and technology developments. In addition, it is providing scientists and engineers with the tools and training they need to solve "Grand Challenges", research problems--like modeling global warming--that cannot be solved without the most powerful computers.
- B. **Create a Task Force on Information Infrastructure.** Government telecommunication and information policy has not kept pace with new developments in telecommunications and computer technology. As a result, government regulations have tended to inhibit competition and delay deployment of new technology. For instance, without a consistent, stable regulatory environment, the private sector will hesitate to make the investments necessary to build the high-speed national telecommunications network that this country needs to compete successfully in the 21st Century. To address this problem and others, we will create a high-level inter-agency task force within the National Economic Council which will work with Congress and the private sector to find consensus on and implement policy changes needed to accelerate deployment of a national information infrastructure.
- C. **Create an Information Infrastructure Technology Program** to assist industry in the development of the hardware and software needed to fully apply advanced computing and networking technology in manufacturing, in health care, in life-long learning, and in libraries.
- D. **Provide funding for networking pilot projects** through the National Telecommunications and Information Administration (NTIA) of the Department of Commerce. NTIA will provide matching grants to states, school districts, libraries, and other non-profit entities so that they can purchase the computers and networking connections needed for distance learning and for hooking into computer networks like the Internet. These pilot projects will demonstrate the benefits of networking to the educational and library communities.
- E. **Promote dissemination of Federal information.** Every year, the Federal government spends billions of dollars collecting and processing information (e.g. economic data, environmental data, and technical information). Unfortunately, while much of this information is very valuable, many potential users either do not know that it exists or do not know how to access it. We are committed to using new computer and networking technology to make this information more available to the taxpayers who paid for it. In addition, it will require consistent Federal information policies designed to ensure that Federal information is made available at a fair price to as many users as possible while encouraging growth of the information industry.

Transportation and other Infrastructure

A competitive, growing economy requires a transportation system that can move people, goods and services quickly and efficiently. To meet this challenge, each transport sector must work effectively both by itself and as part of a larger, interconnected whole. With nearly one out of every six dollars of GDP now spent in transportation related activities, technologies that increase the speed, reliability, and cost-effectiveness of the transportation sector will also increase the economy's competitiveness and ability to create jobs.

One of the greatest challenges we face is to rehabilitate and properly maintain the huge stock of infrastructure facilities already in place. With this in mind, the Administration will consider establishing an integrated program of research designed to enhance the performance and longevity of the existing infrastructure. Among other things, this program would systematically address issues of assessment technology and renewal engineering. A strategic program to develop new technologies for assessing the physical condition of the nation's infrastructure, together with techniques to repair and rehabilitate those structures, could lead to more cost-effective maintenance of the infrastructure necessary to economic growth.

Providing a world class transportation sector will require the nation to meet the challenges posed both by increased congestion in many parts of the transportation system, and by the need to rebuild and maintain a public capital stock valued at more than \$2.4 trillion. To meet these challenges, the Administration's program includes increased investment in a number of areas:

- A. **Upgrading the nation's highways and transit systems by providing additional funding authorized by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA).** Improve mass transit services and facilities by investing an additional \$600 million in 1994 and \$1 billion each year from 1995 to 1998 in transit capital projects.
- B. **Investing in magnetic levitation (maglev) transportation and high-speed rail** by providing funds for a maglev prototype and for start-up of private or state/local high-speed rail projects.
- C. **Increasing research on new technologies that could lead to the development of "smart highways".** These efforts range from technologies that provide in-route planning and traffic monitoring, to those that would support a fully automated system.
- D. **Increasing research on civil aviation technologies,** including an examination of the economic, market, safety, and noise aspects of advanced aircraft. We will also support advanced in-flight space and ground-based command, navigation, weather prediction, and control systems. US aeronautical, research and development facilities infrastructure such as wind tunnels will also be revitalized.

- E. **Increasing research on new materials** that will allow the construction of infrastructure facilities that are more durable, minimizing the frequency of costly reconstruction with its attendant disruption of traffic.
- F. **Exploring new assessment technologies for more accurately assessing the expected life of existing public infrastructure.** A number of new technologies from a variety of industries, including electronic, medical, space, defense, and manufacturing sectors, could be used to develop more-reliable, nondestructive methods for evaluating the condition of existing structures. Since current assessment techniques are so unreliable, engineering decisions must include significant room for error and costly fail-safe features. The data made available by nondestructive evaluation and monitoring could be used to schedule better an ongoing program of cost-effective maintenance and rehabilitation.
- G. **Supporting renewal engineering programs which target materials and construction methods that would lower the cost of rehabilitating and repairing structures.**

GOAL: MAKING GOVERNMENT MORE EFFICIENT AND MORE RESPONSIVE

The federal government must use technology to improve the efficiency of its own operations. Many private businesses have used advanced communication systems to improve the efficiency of their operations and to make their businesses more sensitive to the needs of individual customers and clients. The federal government must move actively to take advantage of these new opportunities. Similarly, the federal government is one of the nation's largest consumers of energy yet many of its buildings are far less efficient than structures owned by private firms and taxpayers are paying the bill.

The enormous purchasing power of the federal government can be used to stimulate markets for innovative products in many areas. This power should be exercised in a way that is consistent with overall national technology objectives. President Clinton is committed to reinventing government, to make government work better, harder, and smarter. Technology can help us achieve that goal.

Information Technology

Information technology will be used to dramatically improve the way the Federal Government serves the people. Government will become more cost-effective, efficient, and "user-friendly." In particular, we will use technology to improve the quality and timeliness of service, to provide new ways for the public to communicate with their government, and to make government information available to the public in a timely and equitable manner.

Fast communication makes it possible for teams to work closely on a project even if the team members are physically distant from each other. Information technology presents an opportunity to flatten existing organizational structures, form effective cross-disciplinary problem-solving groups, and expand the definition of the workplace and workforce via telecommuting. But business organizations in many sectors have found that automating existing work processes based on a tradition of processing paper does not always provide the greatest benefits from investment in automation. Efficiency gains from the new technology often can only be captured if changes are made in the structure of their organizations and the way they are managed. The administration will undertake a careful review of government management with a view to making the most efficient possible use of new information technologies.

Improved quality and timeliness of service. Information technology will eliminate errors generated in routine paper processes while reducing processing time. For example, the Internal Revenue Service (IRS)'s electronic filing program is reducing error rates on tax returns from 16 percent to less than 3 percent, while speeding up the delivery of refunds by as much as four weeks. Agencies are moving forward to convert many other paper processes to electronic form.

Information on paper is hard to retrieve. Automation is allowing the Social Security Administration to provide beneficiaries with "one-stop" service anywhere in the country from

an 800 number. Better connections among Federal offices, in a manner that safeguards the privacy of individuals, will make it easier to get answers from the government.

New ways to communicate. In the past, citizens typically had to go to a federal office during business hours to receive benefits or services. A government that uses technology to expand its hours of service and communicate with the public electronically will deliver services and benefits where people need them, not where the government provides them. We will make it possible for people to communicate with a Federal agency using electronic as well as conventional mail. Automated terminals may be placed in public locations such as shopping centers or post offices that could provide in-hours access to a variety of government services.

Access to government information. Government information is a public asset. Markets depend on sound and timely economic decisions. Federal geographic and climatological information allows farmers to apply fertilizer more efficiently, local governments to formulate environmental policy, and public safety officials to prepare for natural disasters. The government will promote the timely and equitable access to government information via a diverse array of sources, both public and private, including state and local governments and libraries. The development of public networks such as the Internet and the National Research and Educational Network (NREN) will contribute significantly to this diversity, enabling government information to be disseminated inexpensively to a broad range of users.

Policy and technology infrastructure. Many of the government's policies in such areas as privacy, information security, records management, information dissemination, and procurement will be updated to take into account the rapid pace of technological change. In addition, the government must apply the economic principle of maximizing return on investment when acquiring information technology, and be able to acquire commercial, off-the-shelf technology quickly and easily.

In addition, resources are needed to provide a technology infrastructure to support these service delivery improvements. The support for the IRS Tax System Modernization in the stimulus package, along with requests elsewhere for resources to support information technology, are examples of the government investing in technology to put people first.

Energy Efficiency

The federal government is wasting tax dollars by operating inefficient buildings. More than \$2 billion could be invested in energy retrofits in federal buildings with average payback times less than 3-4 years. California, Texas, Iowa, and several other states have successful programs which have profitably invested in state buildings during the past several years. The programs have both increased the efficiency of state structures and stimulated the local construction industry.

HUD spends approximately \$3-4 billion a year subsidizing the energy bills of about 5 million low income households. At least \$3 billion could be invested in energy retrofits with a payback less than five years.

We are introducing a multi-year program designed to capture the economic benefits of energy retrofits, create new jobs in the construction industry, and to foster innovation in efficient building components and in the construction industry itself.

Procurement Policy

The federal government, particularly the Department of Defense and NASA, is a gigantic customer for high technology products. Historically, it played an important role in helping assure an early market for high-risk commercial technologies that were extremely expensive to develop. For example, the defense-space share of the U.S. computer hardware market was 100 percent in 1954, and it exceeded 50 percent until 1962. Semiconductors, jet aircraft, and pharmaceuticals also benefited from this government investment.

In recent years, DoD has ceased to be an influential "first customer" for commercial technology. By and large, this is not due to differing technical requirements: today's commercial capabilities often equal or surpass DoD requirements. Rather the problem is a growing morass of procurement laws and regulations. Many commercial manufacturers refuse to do business with DoD altogether, and those that do often wall off their defense production. As a result, the military and commercial worlds have grown increasingly segregated from one another.

The cost of this segregation both to DoD and the nation is high, as a 1991 report by the Center for Strategic and International Studies plainly stated:

"[It] results in higher prices to DoD (even when lower-cost commercial alternatives exist for the same requirements), loss of a broad domestic production base that could be available to defense for peacetime and surge demands, and lack of access to commercial state-of-the-art technologies. Additionally, the wall between engineers and scientists engaged in commercial and military work impedes the kind of shoulder-to-shoulder contact that is the essence of technology transfer and that is basic to achieving greater job stability and growth opportunities for the U.S. work force."

The federal government will make it a priority to thoroughly review and reform its procurement policy, particularly (but not exclusively) defense procurement policy. It will begin by reviewing the recommendations of the congressionally-mandated "Section 800 Panel" (after Section 800 of the FY1991 Defense Authorization Act), which recently completed a detailed study of DoD procurement practices.

More specifically, the federal government will begin steps necessary to achieve the following reforms:

- Government purchases or government-contracted development should give priority to commercial specifications and products.
- Agencies should invest in and procure advanced technologies, where it is economically feasible, in order to facilitate their commercialization.
- Agencies should experiment with a portion of their procurement budget to allow them to procure innovative products and services incorporating leading-edge technologies.
- Agencies should evaluate bids based on their ability to minimize life-cycle cost rather than acquisition cost, including environmental, health and safety costs borne by the public.
- Agencies should obtain rights in technologies developed under government contracts only to the extent necessary to meet the agencies' needs, leaving contractors with the rights necessary to encourage private sector investment in the development of commercial applications.
- Agencies should use performance-based contracting strategies that give contractors the design freedom and financial incentive to be innovative and efficient.

GOAL: WORLD LEADERSHIP IN BASIC SCIENCE, MATHEMATICS, AND ENGINEERING.

It is essential to recognize that technical advances depend on basic research in science, mathematics, and engineering. Scientific advances are the wellspring of the technical innovations whose benefits are seen in economic growth, improved health care, and many other areas. The federal government has invested heavily in basic research since the Second World War and this support has paid enormous dividends. Our research universities are the best in the world; our national laboratories and the research facilities they house attract scientists and engineers from around the globe. In almost every field, United States researchers lead their foreign colleagues in scientific citations, in Nobel Prizes, and most other measures of scientific excellence.

This administration will both ensure that support for basic science remains strong, and that stable funding is provided for projects that require continuity. We will not allow short-term fluctuations in funding levels to destroy critical research teams that have taken years to assemble.

But stable funding requires setting clear priorities. In recent years, rather than canceling less important projects when research budgets have been tight, Federal agencies have tended to spread the pain, resulting in disruptive cuts and associated schedule delays in hundreds of programs. We will improve management of basic science to ensure that high-priority programs receive sustained support.

University Research. The National Science Foundation and the National Institutes of Health provide the vast majority of Federal funding for university research. Since universities play dual roles of research and teaching, the long-term scientific and technological vitality of the U.S. depends upon adequate and sustained funding for university research grant programs at NSF, NIH, and other research agencies.

National Laboratories. In fields like high-energy physics, biomedical science, nuclear physics, materials sciences, and aeronautics, the national laboratories provide key facilities used by researchers in academia, Federal labs, and industry. In addition, in many fields, researchers at Federal labs are world leaders. We will ensure that Federal laboratories continue their key role in basic research and will encourage more cooperative research between the laboratories and industry and universities. And we will develop new missions for our federal labs to make full use of the talented and experienced men and women working there in today's post-cold war era.

Space Science and Exploration. The resources needed for space exploration and research make government funding essential. We will continue to work with foreign partners to design missions needed to explore our solar system and the universe beyond. Research on micro-gravity and life-sciences as applied to the human in space program will also be supported.

Environmental Research. In FY93, the Federal government will invest in research to better understand global warming, ozone depletion, and other phenomena important to local, regional, and global environments. This research is essential if we are to fully assess the damage mankind is doing to our planet and take effective action to address it. Vital research on local and regional environmental problems will also be strongly supported at EPA, NOAA, NASA, DoD, DOL, USDA, and other agencies.

BUILDING AMERICA'S ECONOMIC STRENGTH: NEW INITIATIVES

- **Permanent Extension Of The Research And Experimentation Tax Credit**
- **Invest In A National Information Infrastructure**
- **Advanced Manufacturing Technology**
- **Facilitate Private Sector Development of a New Generation of Automobiles**
- **Improve Technology For Education And Training**
- **Investments In Energy-Efficient Federal Buildings**

Environmental Research. In FY93, the Federal government will invest in research to better understand global warming, ozone depletion, and other phenomena important to local, regional, and global environments. This research is essential if we are to fully assess the damage mankind is doing to our planet and take effective action to address it. Vital research on local and regional environmental problems will also be strongly supported at EPA, NOAA, NASA, DoD, DOL, USDA, and other agencies.

PERMANENT EXTENSION OF THE RESEARCH AND EXPERIMENTATION TAX CREDIT

Objectives

The success of U.S. businesses depends on their ability to compete both in the development of innovative products and production processes and in their ability to bring new products to the market quickly and efficiently. Unfortunately, the U.S. has fallen behind many of its foreign competitors in civilian research. Currently the U.S. invests 1.9 percent of GDP in non-defense R&D compared to 3.0 percent in Japan and 2.7 percent in Germany. US investment in research and experimentation can be increased through a tax credit for R&E that can provide a stable basis for business planning.

Increasing investment in research is important to foster economic growth and technological development and to improve international competitiveness. But many of the benefits of research cannot be captured by the businesses making the investments. Instead, these benefits redound to competitors and to the public. In the absence of an incentive for research, businesses simply might not invest in research the way our economic goals demand. The research and experimentation credit should be permanently extended to foster economic growth and technological development, create jobs, and improve international competitiveness. R&D activity, by its nature, is long-term, and taxpayers should be able to plan their research activity knowing that the credit will be available when the research is actually undertaken.

Actions

The Administration will propose that the Research and Experimentation Tax Credit be made permanent. The credit would apply to qualified research expenditures by businesses and businesses expenditures for university basic research paid or incurred after June 30, 1992. The proposal also provides a basis for start-up businesses to qualify for the credit.

INVEST IN AN INFORMATION INFRASTRUCTURE

Objectives

Today's "Information Age" demands skill, agility and speed in moving information. Where once our economic strength was determined solely by the depth of our ports or the condition of our roads, today it is determined as well by our ability to move large quantities of information quickly and accurately and by our ability to use and understand this information. Just as the interstate highway system marked a historical turning point in our commerce, today "information superhighway" – able to move ideas, data, and images around the country and around the world – are critical to American competitiveness and economic strength.

This information infrastructure – computers, computer data banks, fax machines, telephones, and video displays – has as its lifeline a high-speed fiber-optic network capable of transmitting billions of bits of information in a second. Imagine being able to transmit the entire Encyclopedia Britannica in one second.

The computing and networking technology that makes this possible is improving at an unprecedented rate, expanding both our imaginations for its use and its effectiveness. Through these technologies, a doctor who needs a second opinion could transmit a patient's entire medical record – x-rays and ultrasound scans included – to a colleague thousands of miles away, in less time than it takes to send a fax today. A school child in a small town could come home and through a personal computer, reach into an electronic Library of Congress – thousands of books, records, videos and photographs, all stored electronically. At home, viewers could choose whenever they wanted from thousands of different television programs or movies.

Efficient access to information is becoming increasingly more important for all parts of our economy. Banks, insurance companies, manufacturing concerns, and many other businesses now depend on high speed communication networks. These networks have become a critical tool around which many new business opportunities are developing.

And, by harnessing the power of supercomputers able to transform enormous amounts of information to images or solve incredible complex problems in record time, and share this power with an ever-expanding audience of scientists, businesses, researchers, students, doctors and others, the potential for innovation and progress multiplies rapidly. Supercomputers help us develop new drugs, design new products, predict dangerous storms and model climate changes. They help us design better cars, better airplanes, more efficient manufacturing processes. Accelerating the introduction of an efficient, high-speed communication network and associated computer systems would have a dramatic impact on every aspect of our lives. But this is possible only if we adopt forward-looking policies that promote the development of new technologies and if we invest in the information infrastructure needed for the 21st Century.

Actions

- A. **Implementation of the High-performance Computing and Communications Program** established by the High-Performance Computing Act of 1991 introduced by Vice President Gore when he served in the Senate. Research and development funded by this program is creating (1) more powerful super computers, (2) faster computer networks and the first national high speed network, and (3) more sophisticated software. This network will be constructed by the private sector but encouraged by federal policy and technology developments. In addition, it is providing scientists and engineers with the tools and training they need to solve "Grand Challenges", research problems--like modeling global warming--that cannot be solved without the most powerful computers.
- B. **Create a Task Force on Information Infrastructure.** Government telecommunication and information policy has not kept pace with new developments in telecommunications and computer technology. As a result, government regulations have tended to inhibit competition and delay deployment of new technology. For instance, without a consistent, stable regulatory environment, the private sector will hesitate to make the investments necessary to build the high-speed national telecommunications network that this country needs to compete successfully in the 21st Century. To address this problem and others, we will create a high-level inter-agency task force within the National Economic Council which will work with Congress and the private sector to find consensus on and implement policy changes needed to accelerate deployment of a national information infrastructure.
- C. **Create an Information Infrastructure Technology Program** to assist industry in the development of the hardware and software needed to fully apply advanced computing and networking technology in manufacturing, in health care, in life-long learning, and in libraries.
- D. **Provide funding for networking pilot projects** through the National Telecommunications and Information Administration (NTIA) of the Department of Commerce. NTIA will provide matching grants to states, school districts, libraries, and other non-profit entities so that they can purchase the computers and networking connections needed for distance learning and for hooking into computer networks like the Internet. These pilot projects will demonstrate the benefits of networking to the educational and library communities.
- E. **Promote dissemination of Federal information.** Every year, the Federal government spends billions of dollars collecting and processing information (e.g. economic data, environmental data, and technical information). Unfortunately, while much of this information is very valuable, many potential users either do not know that it exists or do not know how to access it. We are committed to using new computer and networking technology to make this information more available to the taxpayers who paid for it. In addition, it will require consistent Federal information policies designed

to ensure that Federal information is made available at a fair price to as many users as possible while encouraging growth of the information industry.

PROMOTE ADVANCED MANUFACTURING TECHNOLOGY

Objectives

Manufacturing remains the foundation of the American economy. Although the United States was the unchallenged world leader in manufacturing for many years, our performance has slipped badly in recent decades. American firms still excel at making **breakthroughs**, such as IBM's discovery of high-temperature superconductivity, but foreign firms are often better at **follow through**: namely, turning technology into new products and processes both quickly and cheaply.

Both American industry and government under-invest in manufacturing. In contrast to their foreign competitors, U.S. firms neglect process-related R&D within their overall R&D portfolio. And the federal government allocated only two percent of its \$70 billion R&D budget to manufacturing R&D in FY92.

We have also neglected the dissemination of **existing** technology and know-how. New manufacturing technologies and approaches are available that can lead to dramatic improvements in product quality, cost, and time-to-market. Although a few U.S. firms have begun to adopt these technologies and approaches, most firms still lag. The problem is most acute among the 360,000 small and medium-sized manufacturers, who employ 8 million workers, but too often lack the resources or ability to gain access to the technologies that will help them grow, increase their profits, and create jobs.

Finally, investments in manufacturing have not reflected the concerns and the knowledge of factory employees. Firms should use technology to build on rather than reduce worker skills.

Actions:

- A. **Provide increased funding for advanced manufacturing R&D.** SEMATECH, an industry consortium to develop semiconductor manufacturing technology, will receive continued matching funds from the Department of Defense in FY94. Industry consortia (including universities and government laboratories, where appropriate) will be the preferred performers of such R&D, to assure its commercial relevance. Programs will be encouraged in the development of a new automobile, new construction technologies, intelligent control and sensor technologies, rapid prototyping, and environmentally-conscious manufacturing.

- B. **Support Agile Manufacturing.** The new Agile Manufacturing Program (also known as "Enterprise Integration") is designed to capitalize on the emerging shift from mass production to flexible or "agile" manufacturing. Agile manufacturing allows independently-owned companies to form instantaneous partnerships with firms that have complementary capabilities in order to exploit market opportunities. These partnerships -- called "virtual enterprises" or "virtual corporations" -- will leverage our nation's strengths in information technology. This program supports both the development and dissemination of such technology for enterprise integration.
- C. **Create a national network of manufacturing extension centers.** Many small and medium-sized manufacturing firms in the U.S. have not taken advantage of new technologies and best practices, either because they are unaware of them or because they cannot afford them. Existing state and federal manufacturing extension centers provide assistance to a small number of firms, but service must be greatly expanded to give all firms access to the technologies, testing facilities, and training programs they need. Federal funds (to be matched by state and local governments) will go to support and build on existing state, local, and university programs, with the goal of creating a nation-wide network of extension centers.
- D. **Seed Regional Technology Alliances.** Manufacturing industries tend to cluster geographically, and the strength of these technology clusters is fast becoming a key to international competitiveness. This new program is designed to encourage firms and research institutions in a particular region to exchange information, share and develop technology, and develop new products and markets. Federal funds (to be matched by alliance members) will go to support applied R&D and a range of technology services oriented particularly to smaller firms (test facilities for new products and prototypes, design and management assistance, start-up incubators, education and training, export promotion and market monitoring, and quality testing and standards certification).
- E. **Promote Manufacturing Engineering Education.** Traditional engineering education, with its focus on product design and analysis, has seriously neglected the management and operation of manufacturing activities. This program provides matching funds for graduate or undergraduate programs in manufacturing engineering.
- F. **Promote Environmentally-Conscious Manufacturing.** The Departments of Commerce, Energy, Defense, and a number of other federal organizations will incorporate environmental goals in research and development consortia for manufacturing. In addition, NIST, working with EPA, DoE, and state agencies, will undertake a technical support program in energy and environmental waste minimization for small and medium-sized firms.

FACILITATE PRIVATE SECTOR DEVELOPMENT OF A NEW GENERATION OF AUTOMOBILES

Objectives:

The automobile plays a central role in U.S. manufacturing capabilities, in America's economy, and in the lives of most Americans. If America's auto industry is to remain competitive and strong in the 21st century, preserving jobs, sustaining economic growth, and expanding its business, it must continue its exploration of new technologies that encourage the industry's growth and protect the environment. Increasingly stringent environmental concerns both here and abroad make this effort increasingly more essential and the need for innovation and new ideas even greater.

New fuels and new propulsion systems developed during the last decade offer promise as eventual replacements for the combination of gasoline and the internal combustion engine that have served so well for generations. Given adequate investment in research and development, and adequate incentives for U.S. producers to invest in these technologies, a new generation of vehicles could be on the market -- preserving jobs, expanding growth -- that would be safe and perform as well, if not better than existing automobiles, cost no more to drive than today's automobiles, consume only domestic fuels such as natural gas and renewables, and produce little or no pollution.

While the basic technology needed to achieve this goal is available, converting it to a practical vehicle represents an historic challenge. The potential can only be captured under the leadership of the U.S. business community and the industry itself. Success must be defined by their ability to develop a vehicle that can be built and sold successfully in private markets. They must play a central role in designing an efficient government-industry partnership in which the industry plays a leadership role in establishing priorities.

If U.S. producers lead the world in introducing such a vehicle, the domestic industry would be able to meet expanding domestic and international markets with a machine that significantly reduces pollution and operates from domestic fuel sources.

This initiative represents a bold and dramatic step toward a more profitable, and more environmentally sound future for one of America's most important industries.

Actions

- A. **Establish a "clean car" task force linking research efforts of relevant agencies with those of U.S. auto manufacturers.** This task force will immediately establish an advisory group consisting of technology leaders in the principle US automobile manufacturers, their principal suppliers, and US fuel suppliers. It will oversee the establishment of cooperative research ventures in (i) fuel-cells and the control and other systems required for practical fuel-cell hybrid vehicle designs, (ii) advanced batteries, ultra-capacitors, advanced gas storage & delivery systems, and (iii) production of methanol and hydrogen from natural gas, municipal waste and other waste products, energy crops, and the electrolysis of water
- B. **The task force will establish a special advisory group** consisting of key state officials and representatives of the participating Departments to (i) design a program for using the authority already present in the Clean Air Act revision of 1991 and the National Energy Act of 1992 to encourage introduction of prototype vehicles consistent with the objectives of this program, (ii) coordinate state regulatory programs designed to require low or zero emission vehicles, and (iii) propose federal regulations needed to supplement state efforts. It will also design programs for managing federal vehicle procurement.
- C. **Working with its private sector and state advisory groups, the task force will prepare a list of development requirements and conduct a systematic search for capabilities in national laboratories and defense facilities.** Capabilities identified will be integrated rapidly into the research teams.

IMPROVE TECHNOLOGY FOR EDUCATION AND TRAINING

Objectives

This project will support the development and introduction of computer and communications equipment and software that can increase the productivity of learning in formal school settings, a variety of business training facilities, and in homes.

Actions

- A. **Access to the Internet and developing high-speed National Research and Educational Network (NREN) will be expanded** to connect university campuses, community colleges, and K-12 schools to a high-speed communications network providing a broad range of information resources. Support will be provided for equipment allowing local networks in these learning institutions access to the network along with support for development of high-performance software capable of taking advantage of the emerging hardware capabilities.
- B. **An interagency task force will be created** from appropriate federal agencies to (i) adopt software and communication standards for education and training, (ii) coordinate the development of critical software elements, (iii) support innovative software packages and curriculum design, and (iv) collect information resources in a standardized format and make them available to schools and teaching centers throughout the nation through both conventional and advanced communication networks. This task force will provide specific assistance to the interagency task force on worker displacement.
- C. **Programs in the Federal Coordinating Council for Science, Engineering, and Technology (FCCSET) Committee on Education and Human Resources programs will be enhanced.** These programs are designed to improve the teaching of science, mathematics, and engineering at all levels. In K-12 schools, primary emphasis will be placed on teacher preparation, comprehensive organizational reform, and curriculum development. Programs for undergraduate education emphasize faculty preparation and organization and curriculum reforms but place heaviest emphasis on student incentives. At the graduate level, most funding is directed for fellowships.
- D. **Proposals will be encouraged for an industry consortia or regional alliance designed to develop new teaching systems** (hardware and software) and work with training organizations throughout the nation to develop, install, and maintain state-of-the art systems. Firms now providing similar services to defense training organizations are likely to participate.
- E. **Promote Manufacturing Engineering Education.** Traditional engineering education, with its focus on product design and analysis, has seriously neglected the management and operation of manufacturing activities. This program provides matching funds for graduate or undergraduate programs in manufacturing engineering.

MAKE ENERGY EFFICIENCY INVESTMENTS IN FEDERAL BUILDINGS

Objectives

This project would increase the efficiency of government by making cost-effective investments in buildings where the energy bills are paid by the taxpayers. The project would create a significant number of jobs in urban areas, create new businesses and job skills, stimulate markets for innovative energy efficiency equipment, and reduce the impact of the federal government on the environment.

Actions

In the case of federal building retrofits, funding will be provided to the Department of Energy which will be responsible for managing the program.

In the case of funds for federally subsidized housing, funds will be provided to HUD which will manage the fund with DoE providing technical guidance.

- A. **Create an advisory group** of key officials from states with successful state building retrofit programs, representative building facility managers from federal buildings, and utility managers of successful "demand-side management" programs. This group will ensure that the federal program is designed with the advantage of their experience and provide periodic evaluation and guidance.
- B. **The managers of the funds will provide funding for preliminary "walk through" audits**, following the experience in the Texas program. Based on these preliminary studies, funding will be provided for more extensive audits. Proposals made in these audits will be funded using the following criteria:
 - technical merit of the proposal;
 - extent to which all cost-effective savings (i.e. justified on a 10% real discount rate) have been captured;
 - cost-sharing by the agency, utility, or other source of financing;
 - in the case of federally subsidized housing, state and other non- program cost-sharing will be considered, including use of Low-Income Home Energy Assistance Program (LIHEAP) and other funds -- at least a 1:1 match should be expected; and
 - the extent to which contractors invest in hiring and training new workers.

In each proposal, at least 6% of the program cost will be set aside for monitoring and evaluation using regional centers that follow an agreed protocol established by a lead center

Up to 10% of the program funds should be spent to create early markets for innovative technologies which represent a significant advance over existing systems and have the potential for large future applications.

Chen

THE WHITE HOUSE
WASHINGTON

DATE: 2/20

NOTE FOR: *Rasco / Segal*

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

Information ☐

Action ☒



Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE PRESIDENT HAS SEEN

FOREIGN VIP

Foreign Volunteer Intercultural Program
3315 "O" Street Northwest; Washington, D.C. 20007
(202) 342-0979

Please
your
shut down
when - loved
myself fed into
renewal

Dear Mr President,

Welcome to Georgetown!

I support your plan
100%! I hope to add
to your initiative by starting
a private/public venture with
Peace Corps - I hope you
will support this collaboration.

I wanted to give
your wife Hillary a T-shirt
for our organization, we are
a sister program to
City Year (a T-shirt you
often wear).

All my best & support
Tracy Mathieu
GU '85

Program Officer

Tracy Mathieu, Founder,
and Program Director.

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and Associates.



The Foreign VIP

Publicity

The Washington Post, August 26, 1990
The Cape Cod Chronicle, August 26, 1990
The Christian Science Monitor, August 30, 1990
The Boston Herald, July 20, 1990 and August 30, 1990
Georgetown Alumni Magazine, Spring 1990

Internationally Printed News:

The Christian Science Monitor International, August 30, 1990
ECHO (Czechoslovakian Newspaper), September 1990
The Siga Journal (Korean Magazine), November 1990

Radio and Television Broadcasted News: (tapes available upon request)

National Public Radio's "Week-end Edition," aired Sept. 8, 1990
National Public Radio's "As it Happens," aired Sept. 10, 1990
The Christian Science Monitor Television, aired August and November 1990
CBS's "Night Watch," aired Sept. 24, 1990
Voice of America, "Morning Show Worldwide English Service," aired Nov. 1990

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SUNDAY, AUGUST 26, 1990 **A1**

THE WASHINGTON POST

Foreign Volunteers Turn Peace Corps Tables on U.S. Poverty

Associated Press

BOSTON—For most people, the Peace Corps evokes images of idealistic, youthful Americans aiding the poor in distant lands. In a twist, a former Peace Corps volunteer has started a program for foreigners to work at soup kitchens and homeless shelters in the United States's inner cities.

The first two Peace Corps-in-reverse volunteers arrived in Boston this summer from Ghana and Czechoslovakia. Ghana was the first country to receive U.S. volunteers; Czechoslovakia is one of the latest. The two volunteers already have worked in soup kitchens, and an inner-city day camp, planted gardens, and a homeless shelter, and aided the

elderly. Both said the poverty they encountered surprised them.

"I knew there possibly would be some problems, but not to this extent," said Charles Hutchinson, 29, a biology teacher who as a teenager was taught by Peace Corps volunteers in southern Ghana.

More than 130,000 volunteers and staff have served in the Peace Corps in 95 countries since John F. Kennedy founded the overseas development agency in March 1961 in his first major initiative as president.

Hutchinson and Ester Boszormenyiova, 24, of Czechoslovakia, spoke outside the John F. Kennedy Library about the two-month pilot program, financed by \$6,000 in private donations.

"I think everybody who comes to

the United States, they think this is a very rich country . . . a kind of Hollywood life," Boszormenyiova said.

Boszormenyiova said she has few illusions about the darker side of capitalism. She was particularly disturbed by the problems of U.S. youth.

Hutchinson said learning about urban poverty here will serve him well when he goes home. "Many of our countries in Africa are going through very fast development in terms of urbanization," he said.

Tracy Mathieu, a former Peace Corps volunteer, started the program and hopes to extend it next year so that 100 volunteers can come to the United States for the summer.

"We're getting a lot of interest in it," said Mathieu, who once supervised a water sanitation project in West Africa.

Supporters include Sen. John F. Kerry (D-Mass.), economist John Kenneth Galbraith and the president of Citizens Energy Corp., Michael Kennedy, a nephew of the late president Kennedy.

A reverse Peace Corps project was first proposed in 1961 by former Ghanaian prime minister Kwame Nkrumah.

For two years, between 1966 and 1968, overseas Peace Corps volunteers came to the United States and worked in VISTA, the Volunteers in Service to America program for improving the living conditions of impoverished Americans.

But the program was never approved by Congress, Mathieu said.

Both of this year's volunteers, who plan to attend school in the United States when the program ends, said they are inspired by Kennedy's call to U.S. youth: "Ask not what your country can do for you, ask what you can do for your country."

Boszormenyiova said Kennedy's words hold significance for Czechoslovak youth who want to foster democracy in the midst of Eastern Europe's political upheavals.

"It was something I really started thinking about," she said. "I feel that I must give something to my country. I'm proud of Czechoslovakia, as John Kennedy was proud of America. People in Czechoslovakia are waking up."



PEOPLE

'Peace Corps' Comes to America

Pilot program brings volunteers from overseas to improve social conditions in US inner city

By Kirsten A. Conover

Staff writer of The Christian Science Monitor

BOSTON

PEACE is not a one-way street, to Tracy Mathieu. That's why she founded Foreign VIP, a "reverse" Peace Corps program to bring international volunteers to the United States. The goal is to foster understanding and improve social conditions here.

Two foreign volunteers have spent a busy summer in Boston as part of a pilot program for the Foreign Volunteer Intercultural Program, the project's formal title. Charles Hutchinson is from Ghana, and Estera Boszormenyiova comes from Czechoslovakia.

"The Peace Corps is one way to give assistance to other countries," says 26-year-old Ms. Mathieu, but "we definitely need it in the United States. My experience in the Peace Corps helped me gain insight. To have 'reverse' Peace Corps can open eyes," she says in an interview with Mr. Hutchinson and Ms. Boszormenyiova. It's great that the US has a Peace Corps, she says, but why shouldn't the US benefit from such assistance?

The VIP volunteers have served in homeless shelters, hunger-relief food pantries, youth day camps, drop-in centers for the elderly, community cleanup projects, and other programs.

"There is a need to understand each other among nations of any form," says Hutchinson, an heir to a Fanti village in southern Ghana who was educated by US Peace Corps volunteers. "Ghana is promoting understanding among nations, and certainly will be glad to know that someone from their country is promoting their culture," he adds.

A Czech's view of US

"You cannot know a man unless you walk in his shoes," says Boszormenyiova, quoting a familiar expression. She says that with this program, "both sides are shared. We have come to understand a lot more of why things are the way they are."

Of America's homeless problem, she says, "from my view it is problem No. 1. It's so sad to see. I hope I will never see it in Czechoslovakia. We have problem of Gypsies, but here sometimes five times a day someone asks you for money and you stop and ask yourself, 'Why are they so bad [off]?'"

The idea of a "reverse" Peace Corps is not new. A pilot program was developed in 1966 under

Sargent Shriver, the Peace Corps's first director, but it was never officially established.

says Mathieu, a Kennedy Institute Shriver Peace Worker. Foreign VIP is an attempt to re-initiate that concept. "In this age, where interdependence is so relevant, it makes more sense to bring it back," she says.

Although Foreign VIP is not directly connected to the Peace Corps, it has adopted the same basic principles, says Mathieu, such as promoting understanding among people. Former Peace Corps volunteers have expressed an interest in becoming involved. The Boston chapter of returned Peace Corps volunteers, one of 150 such groups nationwide, is administering the pilot program, and chapter members have opened their homes to Hutchinson and Boszormenyiova. (Travel costs are paid by volunteers' home countries; volunteers get living expenses and a stipend from the VIP program while here.)

Future plans call for all 50 states to host Foreign VIP volunteers, helped by other returned Peace Corps volunteer groups, says Mathieu. Linda Gray, executive director of the National Council of Returned Peace Corps Volunteers in Washington, says she is "very excited about the program," saying that Foreign VIP is "very practical, well-rounded, and "so replicable."

The insight and experience that Hutchinson and Boszormenyiova gain will create an energy to do something for their own country, says Mathieu, who was a Peace Corps volunteer in Africa and Guatemala. "When Peace Corps volunteers serve abroad, they come back and have that new experience and they're so much more powerful to give new ideas to an organization," she says, adding that from 10 to 20 percent of returned Peace Corps volunteers serve in government or community organizations.

"I would like to set up community programs and an exchange program with America," says Boszormenyiova. "I should understand the Western way of doing things and bring them back

home - to organize things."

She wants to promote the movement toward democracy in her own country.

Hutchinson says he would like to set up a program like Boston's City Year - a youth community-service group that has been coordinating most of the two foreigners' volunteer activities. He also wants to get corporations involved in communities. "You find that capitalism can't see a situation when there will be no homeless. Companies need to be stimulated to see they are part of the community, to build the community," he says.

They 'brought a new world'

Foreign VIP is "a fantastic initiative that deserves to have the support to be able to grow," says Lisa Ulrich, director of project development at City Year. She tells of how the volunteers "brought a whole new world to the children" in the inner city. One parent told Ms. Ulrich how excited her son was to learn about Czechoslovakia from Boszormenyiova. "It's a very personalized way to teach multi-cultural education," Ulrich adds.

Does the program have any drawbacks? "Not so far," says Mathieu, adding how grateful she is for the political support and the private donations and grants that fund the program, including backing from businessmen and Massachusetts' Congressional delegation. At first, she says, she thought there might be some

negative reaction from people who might say that "the US doesn't need the help."

"All I've gotten is positive reinforcement," says Mathieu, who is one of eight children. "What I was [also] worried about is whether the volunteers would be discouraged; and they've been enlightened. It's a learning and growing experience."

"They really ask for flexibility, determination, and independence," says Boszormenyiova. "It's testing myself."

"Sometimes you find it discouraging," says Hutchinson. "With city youth groups, it's actually hard to get along with them. These are stray kids," he says, adding that he is communicating better now and getting over his frustration. "We think that in our countries they are more respectful," he says, speaking for Estera and himself. "In the beginning it was very, very difficult. Everybody is the same; nobody is respected."

"Charles just couldn't understand how these black children could be wise," Mathieu explains. "In Africa, the children are so well-behaved."

Mathieu hopes the national program will be on its feet in two years.

"Originally, I was thinking small," she says. "I can see it as being larger in that the returned Peace Corps volunteers are interested in doing this. They want to still hold on to Peace Corps and the experience."



SOPHIA AND ESTERA: One elderly Russian woman at a drop-in center dressed up and communicated more when a Russian-speaking 'reverse' Peace Corps worker began to visit.

■ *'From my view, [America's homeless] is problem No. 1. It's so sad to see. I hope I will never see it in Czechoslovakia.'*

- Estera Boszormenyiova, Czechoslovakian volunteer

■ *'Sometimes you find it discouraging. . . . With city youth groups, it's actually hard to get along with them. These are stray kids. . . . In our countries they are more respectful.'*

- Charles Hutchinson, Ghanaian volunteer

Visit With US Elderly

TODAY is a special day at the Council of Elders in the Roxbury section of Boston. Charles Hutchinson, from Ghana, and Estera Boszormenyiova, from Czechoslovakia, are visiting. As part of the Foreign VIP "reverse" Peace Corps program, they offer these adults friendship and activity — from doing the hokey-pokey to a serious discussion of life in their homelands.

Each day up to 45 senior citizens drop in at the Council of Elders (COE) for lunch, arts and crafts, games, and other activities.

The volunteers "are a lot of help," says Carmela Schemendia, program coordinator at COE. "They work one-to-one. The clients — they really enjoy it. . . . It's good for them to see different people in here."

Ms. Schemendia tells how one woman's life was touched: "Sophia was very quiet and nobody knew her language," she says. Sophia speaks Russian. "But when Estera came, she had a *happy* moment!" says Schemendia. Sophia started to dress up when she knew Estera was coming, she adds.

"When she knew I was speaking Russian, she was so happy," Ms. Boszormenyiova said later, as she showed Czech postcards to women gathered around a table.

Mimi Evans calls the volunteers "very lovely. [Their] taking time out to talk to us . . . people coming from different countries, I'm glad to meet them," she says.

"She is very, very wise," says Mr. Hutchinson of Ms. Evans.

"Many of them have a lot of wisdom," he says, after playing a game of dominoes. "See that man there?" he says, pointing to a man looking out the window. "He knows some great history."

"In my country, the old people are needed and have a very high place. They are custodians of wisdom and history," Hutchinson continues. "Here, the old people are relegated to the background — same as little children, if you are dependent," he laments.

By not rejecting them and opening up, "you show some signs of confidence in them," he says, "to see that they are not actually what we are supposed to believe."

— K. A. C.

Dream of 'Reverse Peace Corps' comes true for Benin Volunteer

Tracy Mathieu saw her dream become a reality this summer. The former Peace Corps Volunteer, who served in Benin from 1986 to 1988, launched a "reverse" Peace Corps program in her home state of Massachusetts.

Two volunteers — one from Czechoslovakia and the other from Ghana — came to Boston for the summer as the first overseas participants in the new Foreign Volunteer Intercultural Program that Mathieu promoted.

Charles Hutchinson, who was taught by Peace Corps Volunteers in Ghana, and Estera Boszormenyioya from Czechoslovakia worked with the homeless, the hungry, young people and the elderly. They lived with members of the Boston Area Returned Peace Corps Volunteers.

The Foreign V.I.P. initiative, according to Mathieu, is designed to bring students from around the world to America to promote international understanding and to become involved with U.S. social issues.

Now Mathieu hopes to see the concept expanded to all 50 states with administration being handled by Returned Peace Corps Volunteers groups. She has set a goal of two years to accomplish that feat. It will provide an opportunity for volunteers from other countries to serve throughout the United States and receive advanced practical study in community service.

Mathieu, 27, attributes her desire to build a better world to family ties while growing up. The youngest of eight children, she particularly remembers learning first-hand about the needs of developing countries when she went to Haiti in 1975 while she was a Middle School student in her home town of Winchendon, Mass.

Mathieu's father, Ralph, was starting an experimental program in Haiti to grow jojoba beans as a means of producing a new income-producing crop for the Haitian people. She saw the severe deforestation and the soil erosion in the country. She also witnessed the poverty. Haiti is the poorest country in the Western Hemisphere.

While she was studying international relations in Georgetown University in Washington, D.C., she decided to take a break for one semester in 1983 to go back to Haiti. Accompanying her brother, she helped on arid land programs sponsored by Terre Arid and CARE and traveled throughout the small island nation observing development activity.

Her two-year Peace Corps experience in Benin, West Africa added to her knowledge of overseas development. She worked in a water and sanitation program sponsored by the U.S. Agency for International Development and UNICEF.

Mathieu, who speaks French, African Fon-Mahi, Haitian Creole and Spanish (which she picked up in the summer of 1989 while studying in Guatemala), is back at Georgetown University as a Shriver Peace Worker Program participant. The program is designed for recently returned Peace Corps

Volunteers who want to advance their careers by receiving training in public service and learning the ethical responsibilities of their chosen field. She is studying ethics, international relations and public policy.

"While I'm studying I'm also working on the Foreign Volunteer Intercultural Program," the Shriver Peace worker/scholar says. "The Foreign V.I.P.'s mission is to provide individuals from all countries the opportunity to assist one's fellow man/woman."

The idea behind the Foreign V.I.P. undertaking, which Mathieu is directing, is to establish a "Reverse Peace Corps" nationwide in which foreign volunteers will assist needy people in the United States. At the same time, they can impart a better understanding of other countries and cultures to Americans.

"Probably the biggest culture shock for Peace Corps Volunteers when they return home is to see the poverty in our streets beside the affluence in adjacent buildings," Mathieu says.

In collaboration with the National Council of Returned Peace Corps Volunteers, Mathieu is rallying former Peace Corps Volunteers, who have an understanding of the significance of service to others, to help initiate the one-on-one cultural exchange and service program that a Reverse Peace Corps offers.

The foundation for the project pushed by Mathieu was a "Volunteers to America" federal project conceived in the 1960s. It was the idea of Sargent Shriver, the first Peace Corps director, and was to be known as the "Reverse Peace Corps." Authorization was given to the Peace Corps to implement the "Reverse Peace Corps" but funding was never cleared. However, more than 100 volunteers from 16 different countries were assigned to local school districts in the United States and community service programs through Volunteers in Service to America — VISTA.

Based on that initial success, Mathieu believes a Reverse Peace Corps for the 1990s can move forward. The Boston experiment this summer set the agenda for a larger scale undertaking across the United States.

In the fall of 1989, sparked by Mathieu's enthusiasm, a preliminary Foreign V.I.P. was undertaken at Georgetown University. A group of foreign students from seven different nations — both developed and developing — worked in nursing homes in the Washington, D.C., area and assisted in volunteer programs such as Special Olympics.

That was a precursor to this summer's pilot Foreign V.I.P. initiative coordinated by the Boston Area Returned Peace Corps Volunteer chapter. In the future, some of the potential V.I.P. participants may be nominated by PCVs currently serving overseas.

In her role as a Shriver Peace Worker, Mathieu also was busy earlier this year advancing another project aimed at Americans lending a helping hand overseas. She organized 50 students to teach English in Czechoslovakia — an idea inspired by Czechoslovakian President Vaclav Havel when he spoke at Georgetown University expressing a need for English language teachers in his fledgling democracy.



Mathieu in Benin

‘평화봉사단’ 산실 미국 “이제는 도움 받을 때”

가나·체코인 보스턴에서 ‘부랑자 보호’ 등 활동

최 근 미국에 평화봉사단 역유입현상이 나타나 화제가 되고 있다. 1961년 케네디 대통령이 만든 후 지금까지 전세계 95개국에 13만명의 미국 젊은이들이 파견돼 그 나라 사람과 같이 먹고 살면서 생활수준 향상을 위해 땀 흘리는 것을 목표로 삼은 평화봉사단이 한 세대가 지나게 되면서 이번에는 외국에서 미국에 봉사단이 찾아오고 있는 것이다.

비록 시험삼아 시도되었다고는 하지만 올 여름 보스턴에서 두명의 외국인이 참가한 외국봉사자국제계획(FVIP)은 그런대로 성공했다는 평을 들었다. 이 계획을 마련한 트레이시 매티유(26·여)씨는 앞으로 2년 내에 해마다 1백명의 외국봉사대원을 데려와 미국 50개주에 2명씩 배치하여 항구적인 사업으로서의 봉사활동을 펴나갈 구체적인 방안을 세우고 있다.

서아프리카 베넌에서 2년 동안 평화봉사단원으로 일하고 미국에 돌아온 매티유씨는 등잔 밑이 어둡다는 격으로 “막상 도움을 받아야 할 사람들이 미국 안에 널려 있다는 사실을 알고 역평화봉사단을 만들어 주로 도시빈민층을 상대로 도움의 손길을 뻗어나가기로 결심했다”고 한다. 평화봉사단 초대 단장을 기념하기 위해 제정된 사전트 슈라이버 평화상을 타기도 한 그는 우선 시험적으로 고향인 보스턴에서 가나인과 체코슬로바키아인 두사람을 택해 두달 동안 도심 빈민촌에서 가난한 사람들을 돕는 일을 맡겼다.

남부 가나의 환티부족의 추장 대를 이을 찰스 허친슨(29)씨는 자기 나라에서 고등학교 생물교사로 재직중인데 중·고등학교 때 평화봉사단원에게서 영어를 배워 어차피 빚을 지고 있는 판에 “미국을 속속들이 이해하고 가나의 실상을 미국인에게 제대로 알리자면 아무래도 이런 기회밖에 없을 것 같아 자원했다”고 말했다.

민주화물결 덕분에 미국 평화봉사단으로서 처음으로 입국이 허용된 체코슬로바키아인 에스터 보즐메니야바(24·여)씨는 말한다. “영어도 더 배울 겸 자본주의 나라의 밝은 면뿐

만 아니라 그들진 곳을 제대로 아는 것이 우리나라를 위해 일하는 데도 도움이 된다고 판단해서 택한 일이다. 그러나 도시빈민층의 어려운 형편은 상상 밖이었고 특히 청소년 문제는 거의 절망적이었다. 부랑자(집없는 사람)가 많은 것이 미국의 가장 심각한 사회문제로 보였다. 체코에도 이런 현상이 생길까봐 겁난다. 체코에는 집시들이 있긴 하나 여기서는 길가다가 하루에도 대여섯명씩 구걸하는 사람과 마주칠 정도니까... 도대체 왜 이런 꼴이 벌어지고 있는지 이해하기 힘들다.”

자원봉사의 경험이 없는 공산주의사회에서 민주적인 나라로 탈바꿈하고 있는 체코에 돌아가서 “미국과 교환계획으로 이런 사업을 펼쳐나가는 것이 꿈”이라고 말한 보즐메니야바씨. 미국까지의 왕복여비는 그녀가 속해 있는 전국학생연합회가 대준 것이라고 한다.

이 두 봉사자는 외국봉사자국제계획이 정한 일정에 따라 보스턴 시내 부랑자들에게 무료숙소 알선, 급식 제공, 청소년 보호·교육, 무의무탁한 노인시설 방문 및 심부름과 동네 청소를 담당했다.

보스턴시 청소년담당관 리자 올리치씨는 이들이 짧은 기간이지만 큰 일을 해냈다고 칭찬했다. “빈민 청소년들에게 활기를 불어넣어주고 외국에 대한 산 지식을 심어주어 고맙다”는 것이다.



역평화봉사단 원목부터 주선자 매티유씨와 가나·체코에서 온 평화봉사단원.

벌써부터 많은 사람들이 지원을 자청하고 나섰다. 저명한 경제학자 존 케네디 갈브레이드 교수를 비롯해서 케네디 전대통령의 조카이자 기업가인 마이클 케네디씨, 전 평화봉사단 총재였고 지금은 노르웨이 대사로 있는 로레트 밀러 루프 여사, 그밖에 몇몇 상·하원 의원 등이 후원자 명단에 올라 있다.

외국인 봉사자는 왕복여비를 자기가 대야하고 미국 안에서의 최소한도의 생활비는 외국봉사자국제계획이 부담하는 것을 원칙으로 하고 있어 앞으로 큰 돈이 필요하다는 것이다.

아프리카 정글보다 나을 게 없는 현실

가톨릭 신자인 매티유씨는 사립 명문 가운데 하나인 조지타운대학을 나온 사람이다. 베넌에서 원주민들의 식수문제를 해결하는 일을 하며 이곳저곳을 돌아다녔지만 신변에 아무런 위협을 느낀 적이 없었다고 한다. 그러나 모든 것이 앞서 있다는 미국은 해만 지면 대도시가 죽은 듯 조용해지고 집집마다 문을 이중삼중으로 잠그고도 신변보호를 위해 엽총 따위로 무장을 하고 살아야 하는 ‘무서운 세상’으로 변해 아프리카 정글보다 더 나을 게 없는 슬픈 현실이 그녀의 마음을 아프게 했는지 모른다.

평화봉사단이 생긴 지 5년만에 ‘역평화봉사단’을 만들어 국내에서 도움이 필요한 사람들을 돕도록하자는 의견이 대두돼 한때 검토 대상이 된 적은 있었으나 의회의 승인이 나지 않아 자취를 감추고 말았다. ‘넘버 원 아메리카’의 체면에 걸맞지 않는 무슨 궁색한 소리나 하는 자존심 때문에 그렇게 된 것이 아닌가 생각된다.

하지만 지금은 형편이 크게 다르다. 지난 수년 사이 세계 제일의 채권국이었던 미국이 남의 돈을 꾸어쓰는 신세가 되어 꼴이 말이

아니다. 그러니 사회복지에 쓸 돈이 줄어들고 따라서 정부보조금을 타서 겨우 지탱해온 불우한 사람들이 집세조차 감당할 길이 없어 거리로 나앉아야 할 판이다.

“서로 이해의 폭을 넓히고 미국이 지니고 있는 어려운 사회적 조건을 향상시키는 일을 펼쳐나가기 위해 ‘역평화봉사단’을 만들게 되었다”는 것이 매티유씨의 본심이요, 동기다. “그저 시험삼아 해본 일이 결국 큰 공사가 되어가고 있다”고 그녀는 파란 눈을 더욱 반짝거렸다.

워싱턴·李錫烈 특파원

BOSTON HERALD

WEATHER: PAGE 46
Cooler and sunny.
Highs in mid 70s.
TV: PAGE 56
LOTTERIES: PAGE 91

35 Cents



Thursday August 30, 1990

CITY LIFE

DANA BISBEE

AROUND THE TOWN

Kerry wins peace award

AWARD AND PEACE: When Sen. John Kerry breaks away from a top-level de-briefing in Washington on the Iraqi crisis to fly up to Boston, you know it must be for something dear to his heart.

Kerry, who is among 10 U.S. senators bound for Saudi Arabia, flew here Tuesday to receive an award from an association of ex-Peace Corps volunteers.

Kerry and a score of other celebs, including Michael Kennedy and John Kenneth Galbraith, were cited for their support of the Foreign Volunteer Intercultural Program, a "reverse Peace Corps" bringing volunteers from Europe and Africa to work in American community service programs.



KERRY

Kerry is the principle backer of the program, founded by ex-Peace Corps volunteer Tracy Mathieu.

This summer, Ghana's Charles Hutchinson and Czechoslovakia's Estera Boszormenyiova have been working in Boston with City Year, a youth community service group.

The pair handed out the awards at a Tuesday night party at Rowes Wharf, where Aschanti of Saba, a 114-foot schooner out of Newport, had been docked to provide back ground for the event.

□□□

East Boston spruce-up in full bloom

By LAURA BROWN

An East Boston community group joined forces with local businesses and teen-agers yesterday to brighten up the neighborhood with a splash of flowers.

The Neighborhood of Affordable Housing and the East Boston Chamber of Commerce launched a new environmental awareness program by placing 80 planters filled with flowers in front of businesses in the Central Square area.

The group hopes to extend the campaign by putting more trash barrels on the streets and encouraging recycling, NOAH Executive Director Phil Giffie said.

Teen-agers from the Peer Leadership Project at the Harborside Community School and the Youth Cleanup Corps from the East Boston Social Centers pitched in to help plant the flowers and place the planters.

Local merchants helped pay for the planting by "adopting" planters, Giffie said.



Staff photo by Arthur Pollock

MAKING SCENTS: Esther Boszormeny of Czechoslovakia, left, and Charles Hutchison of Ghana, right, help East Boston's Anthony Correnti, 15, plant flowers on Bennington St. in East Boston-

Peace Corps program brings aid to U.S. poor

THE ASSOCIATED PRESS

BOSTON — The Peace Corps usually sparks images of American youth in distant lands aiding developing countries. But in a new twist, a former Peace Corps volunteer has started a program for foreigners to work with the poor here.

The pilot program started this summer in Boston. The fledgling plan's first two volunteers are from Czechoslovakia — one of the newest countries to receive U.S. Peace Corps volunteers — and from Ghana, the first country the Peace Corps assisted.

The two reverse Peace Corps participants have worked in soup kitchens, planted gardens at a homeless shelter, worked at an inner-city day camp and aided the elderly.

Both said their glimpse at poverty in the United States brought some surprises.

"I knew there possibly would be some problems, but not to this extent," said Charles Hutchinson, 29, a biology teacher and the heir to the throne of a Fanti Village in Southern Ghana.

Ester Boszormenyiova, 24, said she was also taken aback by the extent of homelessness here. "I think everybody who comes to the United States, they think this is a very rich country... it's a kind of Hollywood life," she said.

From her experience this summer, Boszormenyiova said she has learned about the tradition of volunteerism in a democracy. She plans to help facilitate democracy in her own country.

Boszormenyiova will go back with few illusions about the darker side of capitalism. She was particularly disturbed by the problems of American youth.

Hutchinson and Boszormenyiova spoke of their experiences outside the John F. Kennedy library, dedicated to the late president

The two participants have worked in soup kitchens, planted gardens at a homeless shelter, worked at an inner-city day camp and aided the elderly.

who first proposed the Peace Corps. Both plan to attend school in the United States once the two-month pilot program ends, before going home.

Tracy Mathieu, a former Peace Corps volunteer, came up with the idea for the pilot program, and hopes to extend it next year so that 100 volunteers — two for every state — can come to the United States for the summer.

"We're getting a lot of interest in it," said Mathieu, who worked in West Africa with the Peace Corps as the supervisor for a water sanitation project. "It's really taking off."

Supporters include such notables as Sen. John Kerry, D-Mass., economist John Kenneth Galbraith, and Michael Kennedy, president of Citizens Energy Corp. and a nephew of the late President Kennedy.

"The experience gained through this program can only serve to increase the mutual understanding between countries as well as reinforce the concept of volunteerism throughout the world," Kerry said.

Although she initiated the recent reverse Peace Corps pilot project, Mathieu refused to take credit for the idea. The reverse Peace Corps was first proposed in 1961 by then-Ghanaian Prime Minister Kwame Nkrumah to former Peace Corps Director R. Sargent Shriver.



AP PHOTO

Ester Boszormenyiova of Czechoslovakia poses with Charles Hutchinson of Southern Ghana outside the JFK Library in Boston. They are part of a new Peace Corps program that brings foreigners to the U.S. to work with the poor.

For two years, between 1966 and 1968, reverse Peace Corps volunteers came to the U.S. and worked in the Vista volunteer program. "But it was never approved by Congress," Mathieu said.

The pilot program cost about \$6,000 this summer, with money coming from private donations.

The two foreign volunteers said they still find inspiration in Kennedy's famous call to American youth — "ask not what your country can do for you, ask what you can do for your country."

REVERSE PEACE CORPS

While serving with the Peace Corps in the African nation of Benin, Tracy Mathieu (C'85) witnessed firsthand the problems facing underdeveloped nations: hunger, poverty, disease. But after returning to the United States in 1988, she saw that such problems are not exclusive to the Third World.

Similar problems—homelessness, drug abuse, illiteracy—exist in America, and, while the Peace Corps is effective in addressing needs abroad, says Mathieu, it "does not address these same needs existing at home."



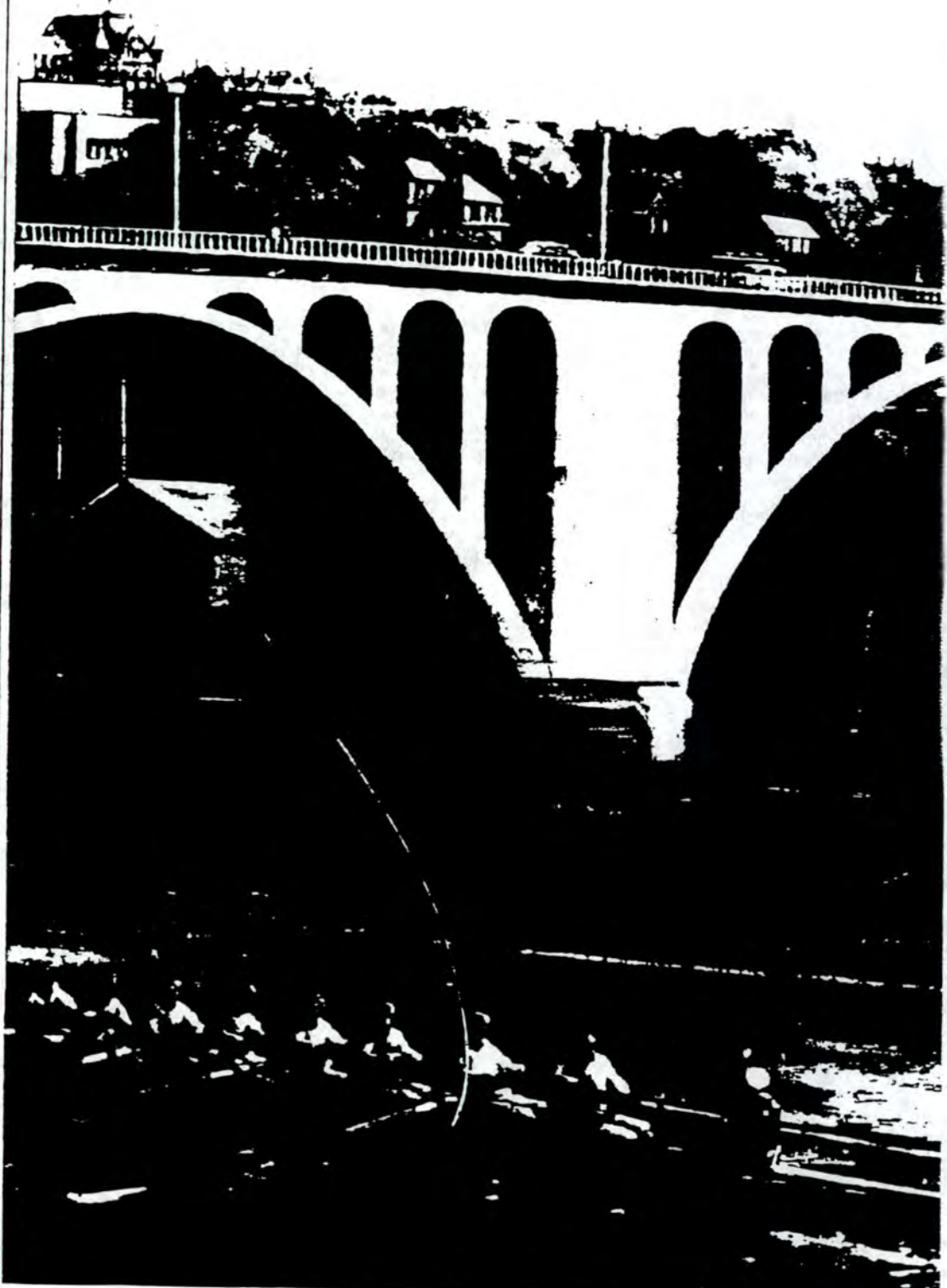
MATHIEU

As a result, Mathieu has begun a domestic volunteer program to bring Peace Corps-type assistance to American communities. The Foreign Volunteer Intercultural Program (F-VIP), or "Reverse Peace Corps," as it is known, is designed to give foreign students studying in the United States an opportunity to participate in social outreach projects. Besides aiding less fortunate groups in the United States, the program would offer volunteers practical experience for implementing service programs in their own countries.

Mathieu, a graduate student in international relations at Georgetown and a recipient of a Kennedy Foundation-Shriver Ethics Scholarship, initiated F-VIP after seeing the work of former Peace Corps volunteers. "A very large percentage of Americans who work in community service were Peace Corps volunteers.... They have created a lot of social programs in the U.S. to address the needs of this country. The same could be true of a foreigner who participates in volunteer work in another country," says Mathieu.

Though most of her time is devoted to organizing and raising funds for F-VIP, Mathieu is also busy recruiting foreign nationals to participate in the program. To them she promises: "It will be the toughest job they'll ever love."

For more information about F-VIP, write to Tracy Mathieu at: Foreign VIP, 3315 "O" Street, NW, Washington, D.C., 20007, or call her at (202) 338-6526.





1991 International Development Conference

DAILY SUMMARIES

These summaries for the sessions on Wednesday, January 23, 1991, include all those prepared by volunteer rapporteurs prior to press time.

OPENING PLENARY SESSION

A NEW WORLD ORDER: ISSUES THE U.S. MUST FACE

Andrew Rice, Chair of the IDC Board of Trustees, opened the conference by noting that it was IDC's 40th anniversary. When the first IDC conference was held, the Korean War was in progress and the impetus for the conference came in good measure from a desire to look beyond the immediate issues of war to the larger and longer-term issues of international development.

Robert Berg, IDC President, noted the critical timing of the conference as both the US and the world grope toward the shape of a "New World Order." The conference is focused on the attempt to give content to that phrase, filtering the crises in the Persian Gulf and Eastern Europe through a progressive, global perspective and exposing for policymakers' urgent attention crises and opportunities less apparent to Washington's official eyes -- the dynamics of the Third World and the implications of the conditions of the majority of the peoples of the world for the United States.

CITIZEN EXCHANGE: A TWO-WAY STREET?

This session examined citizen exchanges which are beneficial to all participants. Instead of regarding one party as a "donor" and the other as a "recipient," programs described showed how exchanges can teach, enlighten, and motivate everyone involved.

Citizen exchanges occur among any sector of the community. Student exchanges are perhaps the most prevalent. They often live with families and share ideas on culture and politics. Special citizen groups -- such as the DC-Brasilia Partners of the America, the Foreign V.I.P. Program, the Amesbury for Africa group, and several sister city organizations -- draw the "average" citizen into cultural, technical, and sport exchanges.

The advantages of two-way exchanges are vast. Lasting friendships are built and people on both sides of the exchange have a greater appreciation for both cultures. Problems are often similar around the world, so the exchange of solutions can be beneficial. In Brazil, for example, where money and experts -- the two resources people in the United States often reach for first when trying to solve a problem -- are scarce, programs have been developed wherein street kids are assisted by street "educators," kids who themselves were once homeless. Such programs could perhaps be used in the United States. Finally, non-patronizing programs assist in building the self-reliance and self-esteem so important in solving problems.

WEEKEND EDITION INTERVIEW TRANSCRIPT
FOREIGN VOLUNTEER INTERCULTURAL PROGRAM

This is Weekend Edition. I'm Scott Simon. The U.S. Peace Corps was born during John F. Kennedy's "New Frontier," an attempt to bring the enthusiasm of well-educated and idealistic Americans to the developing world to help teach, farm, and build. Shortly after the Peace Corps was founded in 1961, Ghana's Prime Minister, Kwame Nkrumah, proposed what amounts to a "reverse Peace Corps," where people from other nations would come to the United States to lend their assistance in shelters and soup kitchens in this nation. This year, for the first time, under a private program with a modest grant, two volunteers, one from Ghana, one from Czechoslovakia, have arrived in the United States and are applying their hands and their hearts to the problems here. Joining us from member station WBUR in Boston is Tracy Mathieu, a former Peace Corps volunteer in West Africa who started this program. Ms. Mathieu, welcome.

TM: Thank you.

SS: And Charles Hutchinson, a biology teacher from Ghana who as a teenager was taught by American Peace Corps volunteers. Mr. Hutchinson, thank you for being with us.

CH: It's nice to be here

SS: Ms. Mathieu, is there some feeling that this program is giving more than just practical help on important problems, but an opportunity for social and perhaps even moral lessons as well?

TM: Definitely. There are three different aspects of the program: to provide assistance to the United States; to give the volunteer practical work experience in community service non-profit organizations and to bring back that experience to the United States; and also to promote cross-cultural understanding.

SS: Mr. Hutchinson, where have you been working this summer?

CH: We went to Boston Food Bank to salvage food; we went to summer children's camp to teach inner city kids, actually from lower income families to learn about other cultures.

SS: Were you surprised by the amount of want and deprivation, and even suffering in the United States?

CH: It was a very different picture from what we actually thought it would be.

SS: Well tell me what you thought it would be and what it turned out to be like.

CH: Those of us who come from other countries normally have this image of, you know, Hollywood life in America. We think that it's all pleasure, it's all dancing and music and the like. But on coming here, I realize that the problems there are in Africa, well, in Ghana, are here as well.

SS: Can you give us one or two memories that you will particularly take with you from this summer?

CH: I recall an incident at the summer camp where a kid of nine years came to me and asked me if she should commit suicide. I was very much surprised that a kid of such an age could think of suicide. And while I did my best to love this child and to make her believe she has something to contribute to the society so that she should love and contribute, than to die now and the world loses.

SS: What was she particularly depressed about, do you remember?

CH: She was living with a grandmother; apparently the parents were dead and she didn't have anything to live for, so to speak. So she didn't see how useful it was living and suffering - nobody caring about her.

SS: A problem that certainly isn't unique to the United States or Ghana, is it?

CH: In Ghana we don't actually have such problems because the community at large cares for a child, so the upbringing of a child is not the problem of the parents alone, it's the community's problem.

SS: Mr. Hutchinson, after an experience like that is there a part of you that wants to go back to your country and say: "Look, we can learn something from the United States, but the fact is we have much to be proud of?"

CH: Certainly. Before I came to the U.S. I was living in Hungary. I was there for one year and I realized that the more I am exposed to other cultures, the more I become proud of my own country.

SS: Ms. Mathieu, does that strike off any thoughts in you?

TM: Well, I think *THAT* one of the goals of this program also is to give pride to those people who are serving here in the United States. Africa - oh I shouldn't say Africa, Benin, where I was in Africa - .. is a very beautiful country; and, most people there were so jealous that I came from the United States. And, sure I'm proud to be American, but I think if they were to come to the United States, they would be proud to be Beninois, and I think that's what Charles was saying.

SS: Ms. Mathieu, thanks very much for speaking with us.

TM: Thank you.

SS: Mr. Hutchinson, thank you very much for speaking with us.

CH: You're most welcome.

SS: Charles Hutchinson from Chana and Tracy Mathieu of the Foreign Volunteer Intercultural Program, or Foreign VIP.

VOICE OF AMERICA

INTERVIEW TRANSCRIPT: CURRENT AFFAIRS FEATURE

DATE=10-15-90
TYPE=Current Affairs Feature
NUMBER=3-08595
TITLE=Reverse Peace Corps
BYLINE=Jane Kuczynski
TELEPHONE=619-3926
DATELINE=Washington, D.C.
EDITOR=VOHS

CONTENT =

(TAPE INSERTS AVAILABLE ON CURRENT AFFAIRS SOUND ON DEMAND)

///ATTN: AFRICA AND EAST EUROPE PROGRAMMERS///

INTRO: Thirty years ago this week (Oct. 14, 1960), as he was campaigning for the Democratic nomination for the U.S. presidency, Senator John F. Kennedy described a program which would enable American volunteers to share their skills and energies with people in the developing world. Speaking to a university audience in Ann Arbor, Michigan, Senator Kennedy used the words "Peace Corps" to describe such a program. Five weeks after his inauguration, President Kennedy officially created the Peace Corps, on March 1, 1961. The organization has grown through the decades and has now given rise to a so-called Peace Corps inreverse. as Jane Kuczynski reports:

TEXT: The idea for a "reverse" Peace Corps -- that is, of volunteers from developing countries helping people in industrialized countries-- originated in Ghana. The country's first Prime Minister, Kwame Nkrumah, suggested the concept to Sargent Shriver, the first Director

of the Peace Corps, in 1961, while he was visiting Ghana, the first country to which Peace Corps volunteers were sent.

Former Peace Corps volunteer Tracy Mathieu (MATTHEW) made the idea a reality earlier this year by organizing the program and getting it funded. And, a few months ago, two volunteers-- from Ghana and Czechoslovakia-- went to Boston to work in the inner city for the summer. The two worked at shelters, soup kitchens, day camps for children from low income families, homes for the elderly and in other service organizations. They also learned how to raise funds, recruit volunteers and administer service agencies.

The long term goal is for the program to bring 100 volunteers to the fifty U.S. states where they will devote a full year to helping people in urban communities. The program is privately funded and administered by the non-profit Returned Peace Corps Volunteers. Its official name is the Foreign VIP of America--the Foreign Volunteer Intercultural Program.

Program founder Tracy Mathieu (MATTHEW) sees the program as enlarging the scope of President Kennedy's ringing inaugural call to Americans, 30 years ago, to "ask not what your country can do for you. Ask what you can do for your country."

TAPE: CUT ONE MATHIEU 19 SECS

"The program has three goals. And they are, actually, the goals of the Peace Corps--in reverse. (They are) to bring people from other countries to serve in the United States, to take back that experience to their own countries, where they can implement their own

Foreign VIP

Foreign Volunteer Intercultural Program
3315 'O' Street Northwest; Washington, D.C. 20007
(202) 342-0979

PROSPECTUS

Program Officer

Tracy Mathieu, Founder,
and Program Director.

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Congressman, Massachusetts;
Constance A. Morella
Congresswoman, Maryland.

Legal Counsel

Peter Cassett Esq.
Arnold and Porter.

Accountant

Mark S. Roberts
CPA, Roberts
and Associates.

What?

In the spirit of a "reverse" Peace Corps, the Foreign Volunteer Intercultural Program (Foreign VIP), a non-profit 501(c)(3) organization, is challenging foreign nationals to spend a summer, year or part time helping in the United States while they gain valuable experience to take back to their own countries. The program mission is to provide foreign participants in education and exchange programs in the US with experiences in community service and the American tradition of volunteerism.

Imagine, after 500 years since the discovery of America, foreign volunteers coming to the United States to discover what they can contribute to the cities, Indian reservations, migrant camps -the needy of America, while learning about the community, cultural and organizational richness of this diverse nation. The Foreign VIP program affirms that the democratic energies and commitment of its volunteers will not only contribute to strengthening America, but that its volunteers will take their professional and intercultural growth back to their nations.

Why?

The objective of the Foreign VIP is to encourage the spirit of volunteerism worldwide; to expose Americans to a global perspective of common world problems, while providing service to local community agencies; and to teach volunteers from developing countries skills they will be able to use in their own countries.

A pilot program was implemented by the Boston Area Returned Peace Corps Volunteers with many important accomplishments to the volunteers' credit. The volunteers worked along American City Year corpsmembers at an inner-city summer camp, homeless shelters, soup kitchens, elderly homes and other community service groups throughout Boston. Every Friday the volunteers participated in an Intercultural Day with returned Peace Corps volunteers. Together they addressed various groups, businesses and firms regarding their experiences and other topical issues. At the end of each session, the Foreign VIPs would recruit from these groups Americans to serve along side them at a community service organization. In addition to the direct service provided, each Thursday the volunteers worked on a Home-Country Project in which they promoted multi-cultural awareness, fund-raised, and organized community service programs and volunteer-team cooperation in their home countries.

The following findings come from an evaluation of the 1990 Pilot Program:

- o The Foreign VIP Corps supplied a small work force of foreign volunteers who met grass-root goals of local community service organizations.
- o Foreign VIP had a substantial impact on its volunteers, who gained self-esteem and confidence through their ability to contribute and to make a difference.
- o Foreign volunteers learned through their experiences how the United States approaches problems that are common to countries throughout the world.
- o Foreign VIP volunteers, while serving local communities along-side American volunteers, were successful in breaking down barriers between diverse cultures.
- o Foreign VIP provided an opportunity for Returned Peace Corps Volunteers and their fellow American employees to become more involved in domestic service while promoting intercultural understanding here in the USA.

More importantly, perhaps, is the fact that the volunteers were instilled with a sense of commitment to continue their service in their own countries. Since completion of service, one volunteer from Czechoslovakia has successfully solicited donations of computer equipment for the Student Union of Czechoslovakia with the intention of developing an exchange program between American and Czechoslovak students. Also, a Ghanaian volunteer plans to introduce a youth service program in the capital city of Accra.

In sum, Foreign VIP is an investment in the future. By uniting nations through the common bond of grassroots service, Foreign VIP fosters a close network among those committed to service, who may one day become the next generation of leaders of their respective nations. By contributing vitally needed experience to the concept of world service, Foreign VIP is part of an important effort to develop creative new solutions to meet growing societal needs by working with returned Peace Corps Volunteer groups and service corps nationwide.

How?

The Foreign VIP program serves as a catalyst to existing community service organizations enabling them to design and implement reverse volunteer service programs. In 1993, the Foreign VIP staff will meet the goal of setting up a solid administrative and organizational base in which:

- o A variety of Foreign students at universities or in exchange programs will receive information and recruitment material to apply for the Foreign VIP corps.
- o Peace Corps' Volunteers and Country Directors, United Nations and Development Officers worldwide will help recruit and select Foreign VIPs.
- o Nationwide Returned Peace Corps Volunteer (RPCV) regional groups will select a Foreign VIP representative who will provide the corpsmembers a mentor, orientation and placement, living allowances and other support regarding corpsmembers participation in global education and service.
- o Community service corps in the RPCV regions will be provided foreign corpsmembers and instructed on how to incorporate Foreign VIP corpsmembers into their own corps.
- o The Staff and Advisory Board will play an integral part of the program's development through national and international corporations, organizations and governments interested in investing in the future of worldwide service and cooperation.

As a network organization, the Foreign VIP program will make these grassroots activities happen, introducing reverse volunteerism to communities, matching operational partners, supplying program materials and documentation, developing funding for volunteer stipends and administrative expenses, and promoting information sharing between local efforts.

When?

The first stage of development for the Foreign VIP program was implemented in 1990, the Boston Pilot Program, from July 1 to August 31. Foreign VIP is presently in the program development stage, Phase II. Phase III will host 10 to 50 Foreign VIP Corpsmembers.

We need you!

Foreign VIP is in need of Founding Sponsors and volunteer staff who will help develop the Foreign VIP main office and establish a strong base for the Foreign VIP Headquarters and the year-long Foreign VIP corps.

Foreign VIP seeks Ambassadorial Sponsors to "adopt-a-volunteer." These sponsors can act as mentors and fund individual volunteers by contributing to their stipend. As a non-profit organization, Foreign VIP is also in need of volunteer staff support. In this pilot program stage you can help Foreign VIP to develop towards its full potential and enable a foreign volunteer to experience "the toughest job they'll ever love."

DONATIONS AND IN-KIND CONTRIBUTIONS

FOUNDATIONS

The Kennedy Institute of Ethics R. Sargent Shriver Peace Worker Program (Provided Foreign VIP Founder scholarship and stipend)
Echoing Green Foundation
Public Welfare Foundation

ORGANIZATIONS

Boston Area Returned Peace Corps Volunteers Inc. (administrative support)
Georgetown University Alumni Class 85 & 86
Georgetown University Center for Immigration Policy and Refugee Assistance (office)

CORPORATIONS

Massport
The Lyons Group
Mark S. Roberts Ass. (audit)
Arnold and Porter (legal council)
Embassy Row Hotel, Charles Block (fundraising event)
Rowes Wharf Ass. (award ceremony)
Aschanti of Saba Schooner (awards ceremony)
Boston Harbor Hotel (awards ceremony)

INDIVIDUALS

Andrew Bendheim (Board of Director)
John Kenneth Galbraith (Emeritus Professor, Harvard University)
John Goodman (V.P. Goodman Inc.)
Philip Hesser (Board of Director)
Mitchell Hurwitz (Producer Witt, Thomas and Harris)
Barry Jaffe (Public Accountant)
Jon Keeton (Overseas Operations, Peace Corps)
Michael Kennedy (President, Citizens Energy Corp.)
Senator John F. Kerry (D-MA)
Roger Landrum (Chairman, Foreign VIP & President, Youth Service America)
Tracy Mathieu (Founder)
Representative J. Joseph Moakley (D-MA)
Sheriff Robert Rufo (Sheriff Suffolk County)
The Honorable Loret Miller Ruppe (former Director of Peace Corps)
Lisa Powell (Lawyer)
Jack Powers (Stone Soup Poets)
Whitney Rupprecht (Lawyer)

The Boston 1990 Pilot Foreign VIP of America

Ms. Estera Boszormenyiova of Czechoslovakia:

Well what does it mean for a Czecho-slovak women, raised under the communist power, to participate in a Foreign VIP of America?

We have become accustomed to saying one thing and thinking another. We have learned not to believe anything. Czechoslovakia has many problems to solve, but it seems that the United States does too. Being here, working with children from low income families at the Bird Street Youth Center, working at the Council of Elders with senior citizens, working at day care centers, working at the Long Island Shelter with the homeless, it means seeing, working and helping some of the less fortunate of America. I know no one can save the world, but maybe we can make some contributions.

We work with City Year, a group of enthusiastic people. City Year has been developed in the spirit of an urban Peace Corps. The service experience brings understanding and shared commitment. It only makes sense that both sides of the service experience are shared.

There is a lot of maturity that comes through this program and experience. It is a lesson for me in self-discipline, in setting my own standards, in gaining independence... its learning from this hands on experience which will give me a working knowledge for the future.

Foreign VIP asks for an open mind, flexibility, compassion, determination, patience and curiosity. "Nothing in life is to be feared; it is only to be understood," said Madam Curie.

The idea of a Foreign VIP of America is an exceptional one.

Mr. Charles Hutchinson of Ghana:

I deem it a unique honor to be given the opportunity to write you regarding a very important subject; the Foreign VIP of America pilot. We just saw the end of our second week in this project, and I dare say that if what we experienced is something to go by, then this program is worth the while. Among other activities, we have visited and worked with the elderly, a youth camp, the Boston food bank, a homeless shelter and are helping plan community programmes such as "Festival of Hope" and "City Year for a Day."

One of the main premises of this project is to learn to understand and be understood and this, I believe is the cornerstone to fostering both international and intercultural understanding. I personally have understood quite a lot and I must admit that the more I am exposed to the American life, the more my concern about commonplace problems grows. My concern grows because to me many of the objects of social liabilities are hidden treasures. Taking as an example one visit to the elderly day center, some of the elderly we met were literally reservoirs of wisdom and priceless information and the youth should be fighting for space around them. Many homeless people are bursting with energy, and given the appropriate stimulus, they can be productive both for their community and for themselves.

My first visit to the Bird Street Camp was a trying experience for me: Some of the children had no regard for anybody. Others' countenance was a proclamation of problems, as it were. I shall always remember a girl of nine years old asking me if she should commit suicide. My response of course was "no," but my thoughts and actions said "never!" I have since grown to love this child. I know I have something for these kids, for I have seen a difference in some of their lives. I do believe there is much more to do for we have just struck the tip of the iceberg.

Through the Foreign VIP of America pilot I have had the opportunity of meeting a cross-section of mainstream Americans at different economic hierarchies, and I have come to understand why things are the way they are. I have been exposed to privileges it takes a life-time to experience. All that I have learned are certainly going to be useful to my native country, but one fact still remains: The United States has done so much for the world, and the world should be given the opportunity to do something for the United States. After all, "We are the World."

God bless America.

Thank you!

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**Technology for America's Economic Growth,
A New Direction to Build Economic Strength**



**President William J. Clinton
Vice President Albert Gore, Jr.**

February 22, 1993

Chron

DATE: 2/22/93



TO:

FROM: JOHN D. PODESTA
Assistant to the President and
Staff Secretary

TO CONGRESSIOJ
ASAP



DONALD W. RIEGLE, JR., MICHIGAN, CHAIRMAN

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ROBERT F. BENNETT, UTAH
WILLIAM V. ROTH, JR., DELAWARE
PETE V. DOMENICI, NEW MEXICO

STEVEN B. HARRIS, STAFF DIRECTOR AND CHIEF COUNSEL
HOWARD A. MENELL, REPUBLICAN STAFF DIRECTOR

United States Senate

COMMITTEE ON BANKING, HOUSING, AND
URBAN AFFAIRS

WASHINGTON, DC 20510-6075

February 17, 1993

The Honorable Bill Clinton
President of the United States
The White House
Washington, DC 20500

Dear Mr. President:

We are writing in response to Secretary of Commerce Ronald H. Brown's, letter to us in support of an extension of the Export Administration Act of 1979 (EAA). Yesterday, the House of Representatives passed an extension of the Act through June 30, 1994, as a stop-gap measure, pending a comprehensive rewrite of the EEA. The Congress hopes to complete action on the rewrite prior to the expiration of the simple extension.

We intend to support the EAA extension when it comes before the Senate. However, as the Congress embarks on rewriting the EAA, it is important for us to know that the Administration is committed to a reorganization of the export control bureaucracy. We believe the current system is inadequate to deal with the new national security challenges.

As you know, the current export control system was designed to address the Cold War imperative of preventing the Soviet Union from acquiring militarily sensitive technologies. However well or poorly the system may have worked in the past, it is ill-equipped to deal with today's national security threats. The United States has a major interest in preventing additional countries from acquiring weapons of mass destruction, as the war with Iraq amply illustrates. Our current export control system, if not a complete failure in this area, falls short of meeting the goal of preventing the spread of nuclear, chemical and biological weaponry.

In the past, our export control system has been characterized by intense rivalries between departments with differing institutional approaches toward export controls. There is no incentive within the bureaucracy to refine the responsibilities for export control. The resulting bureaucratic maze has been difficult for exporters, and less than ideal for our national security.

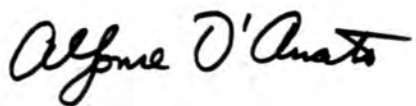
We are profoundly skeptical the current system, split among Commerce, Defense, and State, will successfully balance today's commercial, security, and foreign policy interests. Tough issues are not resolved, unless forced by overwhelming external pressure from Congress or our allies. We believe the

reasons for policy gridlock are endemic to the system and will remain, until the system is reformed.

Since each department has strong and entrenched interests in this area, we believe a comprehensive reorganization must come from a body which is able to mediate between departments and has the authority of the President, such as the National Security and National Economic Councils. We recognize many of the sub-cabinet appointees, who will be critical in designing the Administration's export control framework, are not yet in place. However, we would ask the Administration to propose a comprehensive reorganization plan.

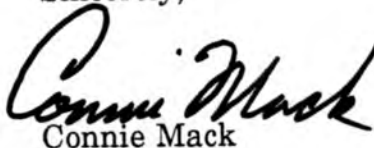
We look forward to reviewing the Administration's goals for reorganization and we believe the effort will be best focussed by setting a deadline up front. We respectfully request the Administration commit to outlining a reorganization plan by the end of September, 1993. This date would enable Congress to hold hearings this fall and act upon legislation early next year, prior to expiration of the Act. If the Administration presents a reorganization plan by that time, it will facilitate Congress's job of rewriting the Export Administration Act.

We thank you for your attention to this important matter, and look forward to your response, and to moving forward with the bill to extend the Export Administration Act.



Alfonse D'Amato

Sincerely,



Connie Mack

2/15/93 4:35 p

Chron
P 1

Bay Area Action
504 Emerson St.
Palo Alto, Ca 94301
tel: (415) 321-1994
fax: (415) 321-9026

Facsimile
Transmittal
Sheet

SENT TO:

Office & the President

FROM:

Chuck Peterson

FAX NUMBER:

(202) 456-6208

DATE:

12 Feb. '93

TOTAL PAGES (including cover sheet):

3

COMMENTS:

Reply to Request for Information
TIMER SUMMIT

to correspondence
see note
KUP

John:

I sent this on to Katie McGinty's shop. She wasn't in when I called, but I spoke to Christian who said that they don't have anyone in charge of this yet, but in my memo to Katie, I ask her to let us know.

Jennifer

Office of the President

re: White House Request for Information/Forest Summit

attn: President Clinton/V.P. Gore

cc: James Lyons/Thomas Tuchmann

11 February '93

Dear President Clinton:

I am taking this opportunity to respond to your staff request for input regarding the Timber Summit. Your request, addressed to Bay Area ACTION, has been routed to me by Holly Kaslewicz, as I am the founding member of our Forest Action Team. The process of disseminating information is rather slow in our movement, and I apologize for the tardiness of this reply. The opinions expressed in this letter reflect my own personal views developed after consultation with members of the forest preservation community, and a follow-up letter from our organization, under the signature of Rich Follansbee, will reflect the "official" consensus view of Bay Area Action.

I will address your questions in the order Mr. Lyons and Mr. Tuchmann presented them:

1) how the summit should take place:

Under the direction of the Vice President, the Secretary of Interior and the Director of the EPA, a process of free scoping, scientific focus, and final management proposals.

2) when the summit should take place:

Earth Day, April 22, would send a stunning message that environmental protection is no longer "optional"; however, it would also antagonize the timber industry, perhaps needlessly.

3) where the summit should take place:

At a National Park or forest with sufficient accomodation, containing intact forest ecosystems. Perhaps Yosemite or more appropriately Olympic National Park, which would be in keeping with the work of John Muir

and successive Administrations in maintaining the American heritage of preservation of wilderness areas

4) who should be involved:

A consensus body chosen from among affected constituent groups, including timber, environment, government (at all levels, and including Native nations), and most importantly, scientists and economists central to the biodiversity question who should play the role of "Security Council" or "Supreme Court" in the process.

5) what issues should be tackled:

Biodiversity, and transition to a biologically and economically sustainable industrial regime for the affected regions. Covert and overt Federal subsidies (welfare logging) should be withdrawn and timber operators should be forced to bear the **true cost** of their own operations involving roading, restoration, etc.

6) what should result:

Protection of irreplaceable biomes for future generations in perpetuity, empowerment of grassroots constituencies to pursue a sustainable lifetime of abundance without fear, and a new industrial paradigm that incorporates biology as the basic law of humanity and social equity as the goal of industrial enterprise.

Thank you for asking for our input.

Yours For a Green and Peaceful Earth,

Charles E. Peterson Co-Chair, Bay Area ACTION
504-A Emerson St. Palo Alto, CA 94301 (415)321-1994 fax 321-9026
email: baaction @ igc.apc.org

cc: to follow by United States Mail...



Todd —
Did we ever
find out about
this
total



As President Clinton begins working with Congress, he should both reach out to work cooperatively and strike out for real reforms to make government work better.

Mr. Nice Guy will seek to enact family leave, health reform and economic legislation fast. Mr. Tough Guy can push four simple but long-overdue measures.

First, *stop congressional funding of pork-barrel projects*. Like Presidents Reagan and Bush, Mr. Clinton supported a line-item veto. "I strongly support the line-item veto because I think it's one of the most powerful weapons we could use in our fight against out of control deficit spending," he said. Mr. Clinton had such explicit authority as governor of Arkansas, as do 42 other governors.

Yet a constitutional amendment would be time-consuming and difficult. Good government means getting things done in the simplest way, not necessarily the neatest.

The simplest way here is to repeal the Budget Act of 1974, part of the backlash to the Watergate scandal. This legislative move would reinstate the president's authority to "impound" funds, in essence not to spend congressionally appropriated monies.

Ken Adelman is a nationally syndicated columnist.

Efficient course elements

As the Heritage Foundation points out, even big-spender Lyndon Johnson used this traditional presidential power to cut 6.7 percent of all federal spending in 1967 — which translates now into nearly \$100 billion, practically one-third of this year's deficit.

Second, *restrict executive testimony to congressional committees with a quorum present*. This would save top-level time and effort, besides adding to the sanity of his top team.

It is ridiculous that, on an ordinary day in which Congress is in session it holds more than 60 hearings in its 250 committees and subcommittees.

Defense Department witnesses alone average 14 hours of testimony each congressional day. Worse yet, before appearing, each official sinks around one work-week of personal and staff time to prepare.

I remember testifying before the Senate Intelligence Committee in closed session years ago. To hear

about arms control verification — a hot topic then — were two senators at the table and 17 staffers lining the wall. While that's understandable — given how each member must scurry between his three or four committees holding hearings simultaneously — it's still ridiculous.

Administration officials have better things to do than to testify before staff. If they like that kind of thing, they can always go off and teach at the Kennedy School of Government at Harvard.

To halt this hearing proliferation, Mr. Clinton could simply instruct his team, and inform the Congress, that they will not begin or continue testifying before any congressional body that lacks a quorum.

Mr. Clinton could explain it easily: If a majority of committee members aren't interested enough to show up at a hearing, the scheduled official should return to his or her office and work. If, as usually happens, a majority walks out during an on-going hearing, then that session ends for the day. It can be rescheduled and reheard, but only if the majority comes and stays.

Third, *put a price tag on every congressionally-mandated report or letter*. On top of a crushing load of testimony are the mountains of paperwork Congress now generates.

This, along with congressional staff and offices, has mushroomed. In 1970, Congress mandated only 36 reports from the Pentagon. By 1990,



Illustration by Kevin Kreneck. Ft. Worth Star-Telegram/Special to The Washington Times

it was 861 — an increase of 2,400 percent.

As then-Defense Secretary Dick Cheney documented, the average such report consumes 1,000 work-hours and costs the taxpayer some \$50,000 to prepare. An avalanche of letters from the Hill to the Pentagon, some 450 each day, adds to this burden.

Mr. Clinton could simply instruct that the first paragraph of each report or letter indicate how much of

our money went into the exercise. Lawyers, accountants — all professionals — cost out their services for clients. Why shouldn't administration officials do likewise to Congress?

Fourth, *order a quarterly report on "the state of the Congress"*. Vice President Al Gore, as president of the Senate, could thereby track congressional progress on key legislation and list congressional resources doing the work.

It's frightening enough to present Congress' small progress and big costs. For the Congress now employs some 20,000 professional staffers, three times the number in the mid-1970s. Expert Milton Gwirtzman figured that Congress' staff has grown six times faster than the U.S. population at large since 1970.

Mr. Gore could also report how Congress appropriates \$1 billion to run itself — some six times more than the cost-of-living has increased since 1946.

And how Congress now has 250 committees and subcommittees — 12 different subcommittees on international economics alone. And how some 100 attendants work in the Senate parking garage. He could mention that 1,200 Capitol Hill police now stalk the grounds and that there are more House and Senate doorkeepers (72) than there are doors to keep.

If gutsy, he could chastise Congress for exempting itself from the ethical, civil rights, sexual harassment and other requirements it so nobly enacts for executive officials.

When James Madison wrote in the Federalist Papers of "the tendency to aggrandizement of the legislative at the expense of other departments," he was speaking of power.

Madison could never have imagined Congress' "aggrandizement" of the executive's time and energy, to say nothing of our wallets.

~~Nancy Jackson~~
~~Princeton~~
Office 'B.

MEMORANDUM

TO: Bruce Lindsay
✓ Nancy Hernreich
FROM: Mike Berman *MB*
DATE: February 1, 1993
SUBJECT: Personal trainers

Betty
BC
memo
CHRON
FYI

Some place during the transition period I saw a comment, from some unidentified source, that there was interest in finding a personal trainer for the President.

I have no idea whether that is true...but if it is...I have a suggestion.

Located at 1722 "I" Street, NW, is a fitness center called "One to One." It is 3 blocks from the White House. The telephone number is 202-452-1861.

This is a small gym in which you make a time-certain appointment to have a session with a personal trainer. It is open from 6:00 in the morning until 9:30 at night, and you pay by the hour (really 45 minutes). Believe it or not, I work out at this facility 3-4 times a week.

The facility is fully equipped for cardiovascular work, as well as weight training. There are never more than 7 people being trained at the same time.

The facility is run by Patrick McCloskey, who is the general manager and top trainer. He is really terrific! I have been particularly impressed because of the way they handle people depending on their capabilities. There are people working out there like me, who are definitely not in the athlete class, and others who are in terrific shape.

The facility has female and male trainers and, generally speaking, you do not choose. That is...today you have a female trainer...tomorrow a male trainer...and rarely the same trainer two sessions in a row. All of the trainers are trained to handle either men or women.

Each session for each person is written out in advance, so there is nothing helter skelter about the training.

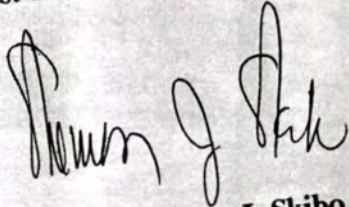
Perhaps of greatest interest...they would do "house" calls...that is to say...they would send trainers to the White House, and I am sure they would send the same trainer on a regular basis.

So...if there is any interest, I would be happy to talk with you further...or...you could simply call Patrick to discuss it with him.

I am attaching a copy of the flyer they use to provide information about the facility.

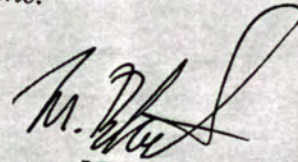
HERE'S WHAT OUR CLIENTS ARE SAYING ABOUT ONE TO ONE

"I've joined 3 different health clubs and never stuck with it. At One To One, I found the support I needed to keep at it and show real results! Now my workouts are on my schedule, just like my business meetings."



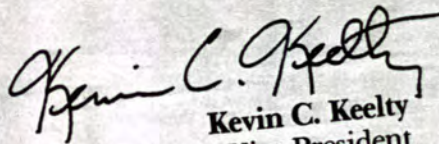
Sherron J. Skibo

"I wish I'd found One To One years ago! It's their commitment to personal attention that really make a difference for me."



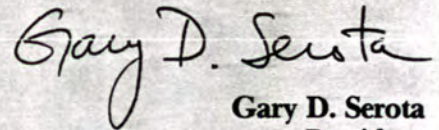
Marc Bluestone
Vice President
Diversified Retail Group, Inc.

"The One To One Fitness Center has the best trainers. I've been going for almost two years, and I'm still impressed after every workout."



Kevin C. Keelty
Senior Vice President
Maryland National Mortgage

"The trainers make a dramatic difference. They are real professionals, at motivation as well as fitness expertise. And you can't beat One To One's convenient hours and location."



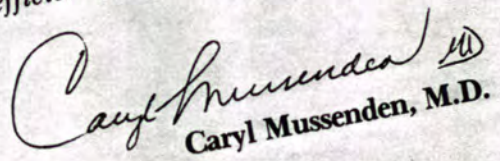
Gary D. Serota
President
Association Benefit Corporation

"I've taken my suits in at the waist and out at the shoulders — my body fat's down and my lean muscle is up. I hated exercise before, now I hate to miss it."



Rafael Madan
Attorney

"My schedule is too demanding to wait around in line for exercise machines to become available. Here, there's never a line, no waiting, and my trainer makes sure I get real efficiency out of my workout."



Caryl Mussenden, M.D.

Personal Training For You! at the ONE TO ONE FITNESS CENTER

What is the profile of an individual who exercises with a personal trainer?

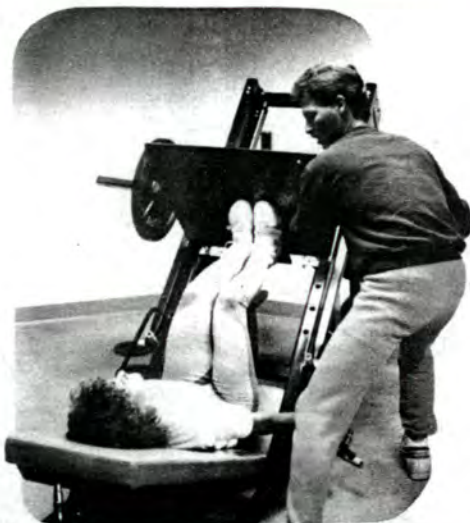
Many different people work out with personal trainers for many reasons. Serious athletes use trainers so they can be pushed to their limits. Beginners start with trainers who can provide exercise programs based on their present level of fitness and their specific needs. People with very demanding schedules come to trainers to get an optimal workout with a minimal time investment. Others need trainers to give them the extra motivation they need. Whether you are young or old, male or female, novice or advanced, you can be sure that your effort, combined with the professional instruction, motivation, and guidance provided by our trainers leads to one thing, **RESULTS!**



When you start a program at the One To One Fitness Center your first step will be a complete fitness evaluation by an exercise physiologist to determine your present fitness level and needs, and to set personal goals.



Monitored Cardiovascular exercise will promote a healthy heart and lungs, greater endurance, fat loss, and a more healthy energetic feeling of well being.



Safe, proper weight lifting exercises will strengthen, tone, or build your muscles and develop the physique you are looking for.



Let us help you become someone who gets RESULTS. For more information call the
ONE TO ONE FITNESS CENTER 452-1861
1722 Eye Street, N.W., Washington D.C. 20006

CHRON

MEMORANDUM

TO: THE PRESIDENT
FROM: NANCY HERNREICH
RE: BC MEMOS
DATE: FEBRUARY 16, 1993

THE PRESIDENT HAS SEEN

Date	From
1-19-93	Marge Petty Warm letter of good wishes for success. Encloses picture/card and holiday letter telling of family progress.
1-17-93	Sally Casey (daughter of Mary Jo Ramey, granddaughter of Aunt Vera Blythe) Letter of congratulations. Regret unable to attend inauguration. Asks Pres C to consider speaking at her graduation. (encloses photo herself and her mother)
1-4-93	William B. Fisher, President Redbook Florist Services Request Pres C and First Lady utilize their floral services and designate their organization as "official White House Florist". Home office located in Paragould, AR with affiliates in Leachville.
1-20-93	Sarah Argue (daughter of Jim Argue) 12 year old send warm wishes and congrats. Reminds Pres C they met at Halloween Party when he dressed up as a witch. One summer when family comes to DC, hope to see our President, former Governor, and friend.

1-27-93

J. David Ellwanger

Friend - met in 1975 at ABA conference at Stanford - where you were sensation of conference and Warren Christopher was also speaker.

Currently serving on National Church Council of Evangelical Lutheran Church. Offers his service as layperson for administration's relationship with churches.

12-14-92

Douglas Millin

Friend/instructor from Oxford. Send congrats and best wishes. Thanks for invitation to inauguration but regret due to age and diabetic. Still treasure the Texas dollar you gave him.

1-20-93

Benny L. Gooden, Superintendent,
Fort Smith Public Schools

Board, Staff, Parents and Students look forward to new beginning for America. Accordingly, has adopted resolution asking Congress and President to work together to "Reinvest in America."

12-14-92

Gregory D. Foster

Extended invitation to party on 1/19/93.

Three points:

Encloses galleys of article appearing in March issue of The World and I entitled - "America and the World - A Security Agenda for the 21st Century."

When selecting key members of National Security team you select free-thinking iconoclasts.

Consider selection of director of FEMA is a major appointment. His doctoral dissertation on federal emergency management system. Give person seat in Executive Office of President and control over all emergency management funds.

1-21-93

*diff
Peltor*

Pierre Howard - Lt. Gov./Georgia

Send name of young man who had lost both hands while campaigning in Albany, Georgia. Lt. Gov Howard tracked in down and sends name/address. Lets you know he lost hands due to birth defect - not Vietnam.

2-2-93

Neil Offen

*To
Raim*

Met w/David Wilhelm to discuss future of Democratic Business Council. Need to select his successor who can generate grassroots support.

ALSO - extends invitation to join bi-weekly poker game (journalists, foreign service officers, lawyers, association executives and occasionally a congressman) which take place mostly in Chevy Chase area. He and wife (Carolyn) also extend dinner invitation at Jean-Louis (Watergate).

1-6-93

*1/20/93
Jenny*

Jennifer Dowling - South Russell, Ohio

Pleasant memories of Renaissance Weekend events - especially New Year's Eve. Reciprocate by extending invite for you to come to Cleveland area and visit her school.

1-27-93

*1/27/93
L. H. H. H.*

Mrs. John Birks Gillespie (Lorraine) wife to Dizzy

Expresses sincere thanks for your note of sympathy - "Dizzy would have loved a saxophone player in the White House"

1-24-93

*1/24/93
H. H. H.*

Ed McManimon

Sends thanks for exciting Inaugural week. Expects Georgetown Reunion Group to expand. His knees did not allow him to join in the morning jog. Available whenever you need understanding and support.

1-27-93

*1/27/93
Comp. H.*

Carl S. Whillock

Recommends Jerry Hunton for United States Marshal for Western District of Arkansas.

THE PRESIDENT HAS SEEN

2/11/93

CHRON

MEMORANDUM

TO: The President
FROM: Nancy Hernreich
RE: BC Memo
DATE: February 8, 1993

DOWR Date

2-5-93

From

Bob Raymar

BL Non-Yale Law School Subcabinet Recommendations
(Lists 14 names to be considered).

*List attached -
Bruce gets a copy -*

2-4-93

Gilbert Cornwell

*Annunzio
Cancer - letter*
Recommends President Clinton call Brig. General
George Allen Crocker (life long personal friend)
for outside beltway opinions on the military.
808-845-8876

2-1-93

Douglas S. Eakeley

to car
He gave speech at NJ Assoc for Prevention and
Treatment of Substance Abuse. Assignment was to
describe Pres C's policy/programs in this area.
Enclosed copy of his speech.

chson

2-5-93

Alan J. Patricof

Pleased moving with campaign priorities. Urge resist pressure to back away from committed areas. He and others are totally behind you.

1-2-93
AJP

Sen. Carl Levin introduced legislation re. stock options. Reminds you use of stock options has broad impact and pervades all industries. AJP states will send wrong signal to constituency in which you most interested. Legislation exactly what Bush Adm was criticized for - insensitivity this can have on significant constituency. Urges get appropriate people involved see if legislation be diverted or modified before creates considerable damage.

1-14-93

Randel Everett (Rex Horne's Cousin)

Extremely warm letter of thanks and appreciation.

1-14-93
RE

Government cannot solve all problems. Churches want to help. One good resource is Fellowship of Christian Athletes (encloses business card). They are eager to help. Hopes you can come to Florida so people can get to know you in a more personal way.

1-31-93

Lynette Molnar, Executive Director, EYE
Gallery

✓
Invitation to P.F. Bentley's opening reception
"Clinton - Portrait of Victory " held on
2/4/93 in San Francisco.
Photographs by P. R. Bentley - behind the
scene visuals of Clinton Campaign. PFB
signed personal note requesting you, Hillary
and Chelsea attend. Invitation was on nice
photo of BC and Hillary.
Proceeds from sale benefit homeless.

Done

(undated)

✓ #KE pulled

1/11 Carolyn Staley

✓
Enclosed program from James Madison
University which Carolyn was an instructor
and soloist.
One selection on the program was especially
composed for the Clinton Inaugural.

cc: JDPodesta

CHRON

THE PRESIDENT HAS SEEN

MEMORANDUM

TO: The President
FROM: Nancy Hernreich
RE: BC Memos
DATE: February 4, 1993

Date

From

1/23/93

Rudy Perpich

Very concerned about State Department position re. Bosnia. Written three earlier letters. Opportunity lost by inaction. Now State Dept. considering arming Bosnia Muslims. If this happens, he will be impelled to publicly oppose Administration policy.

1/29/93

Dagmar Celeste

Desire to serve as Ambassador to Austria. Details her reasons and qualifications. Resume attached.

cc: JDPodesta

~~MEMORANDUM~~

CHRON

THE PRESIDENT HAS SEEN

TO: ✓ THE PRESIDENT
FROM: Nancy Hernreich *NH*
RE: BC Memo
DATE: February 4, 1993

THE PRESIDENT HAS SEEN

Date
1/27/93

From
Jack Rosen

How much family enjoyed inauguration.
Notice your neckwear during open house -
no one had a closer "tie" to you than
the Rosen family.

2/3/93

Jack Mills, Mills Communication, Inc.

Assured you he would be in touch.

Wants to be considered for a board position
of some significance. Lists seven boards.

Realize you have many economic advisors, but
do not fail to hear from small businesses.
Input from them could get needed results.

*will be
sent to
you*

1/26/93

Betty Herron

Asks you to serve as National Honorary Chairman
of the 1993 National Red Ribbon Celebration -
to be held at the National Federation of Parents
National Conference in St. Louis on Feb 13.

Would like to include a letter from you expressing
support of Celebration.

cc: JDPodesta

CHRON

THE WHITE HOUSE
WASHINGTON

DATE: 2/2/93

NOTE FOR: *Rasco, Gearan & George*

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

Information



Action



Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN

February 15, 1993

MEMORANDUM FOR THE ~~PRESIDENT~~

FROM: JOHN PODESTA *JP*
TODD STERN

SUBJECT: Proposed Conference on American Workplace

Attached is a memorandum from Bob Reich and Ron Brown proposing that, within the next 60-90 days, you hold a major 1-2 day conference on the "Future of the American Workplace." The conference would include representatives of business, labor, government and academia. The principal aims of the conference would be to identify successful workplace practices at high performance companies; develop policy proposals to encourage companies to adopt such practices; and demonstrate that workplace collaboration is an important part of your economic recovery program.

agm
We have circulated the memo to senior staff. The NEC agrees that the conference would be a good idea and recommends (i) that timing and location be coordinated with White House political staff; (ii) that NEC staff work with Brown and Reich on structuring the conference; and (iii) that the workplace effort should not be a one-shot deal. George and Mark Gearan both like the idea -- Mark suggests that the conference be held outside Washington. Carol Rasco likes the proposal and urges that Domestic Policy Council staff be involved. White House Counsel underscores the importance of structuring the workplace initiative in such a way as to avoid making the Federal Advisory Committee Act applicable.

Approve [☒]
(subject to NEC
conditions)

Disapprove [☐]

Discuss [☐]

*Jan!
RC*

*Want
Dom Pol Staff
+ NEC involved*

~~CONFIDENTIAL~~
MEMORANDUM

TO: The President

FROM: Secretary Robert B. Reich
Secretary Ronald H. Brown

DATE: February 5, 1993

RE: Proposed Conference on the "Future of the American Workplace"

We propose that you host a Presidential Conference on the "Future of the American Workplace" within the next 60-90 days, in Washington or an alternative location of your choosing. The purpose is to assemble labor and management from "high performance" companies that have been effectively employing noncollege-educated workers in well-paying positions that offer job security and ongoing training and education. Appropriate experts representing academia, community/public interest groups, and government also will be invited. The goal of the conference is to highlight the success stories that these companies have to tell (i.e., what has worked and what has not); develop concrete private and public strategies and partnerships for encouraging more American companies to adopt high performance workplace practices; and signal that workplace collaboration is a central part of the Clinton economic strategy. Further details on this proposal are set forth below.

1. The Problem

Highly-skilled and well-educated workers are in ever-growing demand. Their salaries, benefits, and working conditions are improving. But unskilled and poorly-educated workers are in less demand, having been replaced over the years by machines or foreign workers. Their salaries, benefits, and working conditions are worsening in absolute and relative terms.

From 1979 to 1991, hourly wages fell 17% among high school grads, 24% among dropouts, and 10% among those who started but did not complete college. These groups comprise about 75% of the American workforce. The gap between them and the college educated is widening.

Meanwhile, "structural" unemployment is increasing. The old economy was subject to periodic recessions when workers were temporarily laid off. When the economy recovered, they were rehired. These workers received unemployment insurance during this interim period. In the new economy, workers have been losing their jobs permanently and must find new ones in different industries. Yet, the number of jobs in traditional, high-volume

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: OB DATE: 5/7/8

industries is declining rapidly due to sudden technological shifts and foreign competition.

2. The Emergence of "High Performance" Work Organization

The best companies, with the strongest long-term performance, treat all their employees (including noncollege-educated workers) as assets to be developed, rather than as costs to be cut.

Many companies provide their employees with continuous on-the-job training, safe and healthy work environments, job security, and adequate health, disability, and retirement benefits. These firms also encourage active participation of all members of the workforce through team-based production systems and labor-management partnerships in strategic, tactical, and operational decision-making. Frequently referred to as "high performance" work organizations, these companies seek to keep their employees and build their experience and skills over time.

The primary focus of the high performance company is on manufacturing high quality, rather than low price, products and ensuring customer satisfaction. Often these companies develop collaborative relationships with a limited set of suppliers and distributors, which are held to performance standards and, with the help of the primary company, are expected to achieve continuous improvement.

Unfortunately, only a small fraction of U.S.-based companies can be characterized as high performance work organizations. Moreover, in many firms that make above-average use of employee input and training practices, only a small percentage of the company's workers is involved in participatory practices. It has been estimated that 5-10% of American workers are employed in companies that have made significant changes in work organization and have been affected by these changes.

Examples of the larger high performance companies include Xerox, AT&T, Ford, GM-Saturn, Federal Express, and Corning. There are, of course, numerous mid- and small-size companies implementing these practices as well. In fact, a very interesting compilation of such companies has been published in a book entitled The 100 Best Companies to Work For in America.

There are also high performance organizations in government. As you know, several recent books, the most prominent of which is Reinventing Government by Ted Gabler and David Osborne, have talked about ways in which government organizations have implemented high performance concepts.

3. The Proposed Conference

a. Purpose: The challenge for the Clinton Administration is to encourage more widespread adoption of high performance workplace practices. We believe one of the first steps in this process is for you to create a national dialogue about the need for and benefits of high performance workplaces. The specific goals of the conference will be to (i) identify which practices have worked for high performance companies and which have not, (ii) enlist these companies to encourage other firms to adopt similar practices (e.g., through supplier/distributor relationships, trade association activities, networking, etc.), (iii) develop concrete policy proposals for encouraging companies to adopt high performance work practices (e.g., through legislation, regulation, and tax incentives); and (iv) demonstrate that workplace collaboration is a vital part of the Clinton economic recovery program.

b. Who: We suggest you invite (i) labor and management representatives from high performance organizations of all sizes, both unionized and non-unionized, and both public and private, (ii) experts from academia, trade associations, labor, and community/public interest groups, and (iii) representatives from relevant federal, state, and local government entities. Ideally, the conference should be limited to no more than 100 active participants and perhaps numerous observers. We will develop a proposed invitation list if you endorse this proposal.

c. Your Participation: Your role in the conference can be as extensive as your schedule permits. At a minimum, we suggest that you make welcoming and closing remarks and that we chair the sessions themselves, with the understanding that you will have the option of chairing any of the discussions that you attend.

d. When: We suggest that this conference be held as soon as logistically possible -- i.e., within 60-90 days -- and preferably no later than May 1, 1993.

e. Where: The most convenient location for the conference would be the Washington, DC area. However, you may wish to host the conference at a location outside the Beltway to show that this is not a Washington-dominated event.

f. Format: We suggest that this conference last 1-2 days with a format similar to the Economic Conference in Little Rock, only with fewer participants and a tighter, more focused agenda. We will develop a proposed agenda and more detailed format and schedule for your approval.

g. Product: To obtain maximum participation and impact, the objectives of this conference must be crystal clear before we even begin. The specific products that we intend to produce will

be clearly defined at the beginning of the conference. One of the reasons for the outstanding success of our Camp David meeting was the clear understanding at the outset that we were there to do three specific things: build our team, articulate a clear vision for this administration, and set our priorities for the first 100 days. This conference, as well, should create a vision for the high performance American workplace.

The simplest product of the conference will be a report of the proceedings -- i.e., issues, analysis, conclusions and recommendations. The report should provide a blueprint for encouraging more widespread adoption of high performance workplace practices both in business and government. A more tangible product of the conference will be the possible legislative and regulatory initiatives that will be necessary to encourage more widespread use of innovative workplace practices. We also will make clear to the participants that we are looking for specific ways of encouraging and rewarding high performance practices in the Clinton administration. We may even consider creating an award to recognize agencies that create the best of high performance workplaces, granted jointly by the Departments of Labor and Commerce.

h. Staffing: We suggest that this project be staffed primarily by the Department of Labor and the Department of Commerce in coordination with the White House. It is also possible that the authors of The 100 Best Companies to Work For in America, as well as other experts, could be useful as outside resources. In addition, the National Governors Association has expressed strong interest in promoting high performance workplace practices and may be interested in committing staff resources to this project. In any event, we will provide you with contact persons in our Departments.

i. Funding: This will require further planning by us after you approve this plan for the conference.

We believe this conference will further demonstrate your commitment to providing well-paying jobs for all workers and to revitalizing the national economy. We look forward to discussing this proposal with you at your earliest convenience.

CHRON

To Regina Montoya
Big Supporter - send
Copy

THE WHITE HOUSE
WASHINGTON

DATE: 2/21/93

NOTE FOR: *Regina Montoya*

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

Information ☐

Action ☒

SHARON TYUS
ALDERWOMAN 20TH WARD
BOARD OF ALDERMEN
SUITE 230 CITY HALL
SAINT LOUIS, MISSOURI
63103


Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:



THE PRESIDENT HAS SEEN

BOARD OF ALDERMEN
CITY OF SAINT LOUIS
MISSOURI

-COMMITTEES-

Conventions/Tourism
Public Utilities
Streets & Traffic

SHARON TYUS
Alderwoman - 20TH WARD
622-3287 or 454-0148

February 18, 1993

Honorable William Jefferson Clinton
President United State of America
White House
1600 Pennsylvania Avenue
Washington, D.C. 20500-0001

Dear President Clinton:

Congratulations on your victorious election as President of the United States of America. The margin of victories throughout the country shows the trust and faith the voters have in our Democratic Party. We know you will meet the challenges of your office and serve America well.

As Democratic representatives of the 20th Ward, City of St. Louis, we encourage our constituents to participate in all elections and to vote democratic. We were pleased to see the ground swell of electoral support you received from our constituents. In fact you received the highest amount of votes in the City of St. Louis from the voters in the 20th Ward.

We watched part of your speech last night and were impressed with your sincerity in addressing the budget problems our country faces. With every American rolling up their sleeves and making a commitment to help decrease the deficit we believe your budget plan will work.

Through the years the constituents that we represent have made many painful decision to cut back on their spending. At the same time they have paid their taxes and participated in the electoral process. However, it often seems as they have been ignored when times were good. There has been little or no economic investment in the African American Community that we represent. Our constituents look forward to a change.

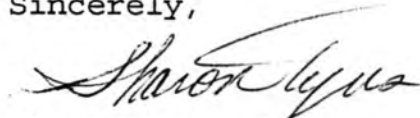
In the future when you have more time, we invite your to return to St. Louis and visit our community, so that you can meet some of the people who supported you. They are middle and working class African American who many people ignore or don't seem to know exist.

The 20th Ward and many other African American neighborhoods in the City of St. Louis, remains stable except for the lack of access to conveniences such as grocery stores. The people have chosen to remain in the City and fight for their neighborhood. Their victory will only be possible if the corporate world and business community stop their "**planned economic deprivation**" of our community and starts to reinvest in our community.

We hope that you will work with us to convince the business community to work with us instead of working against us. If the business community continues to state and act as if African American communities are not worth investing in, then ultimately it becomes a self fulfilling prophecy. As the viability of African American communities is tied to the viability of all American communities it is imperative that America not abandon and /or disregard any community.

We look forward to working with you.

Sincerely,



Sharon Tyus, Esq.
Alderwoman, 20th Ward



Sterling S. Miller
Committeeman, 20th Ward

CHRON

Helping People
Live Independently
4475 Castleman
St. Louis, MO 63110



THE WHITE HOUSE
WASHINGTON

DATE: 2/21/95

Rasco
Very Morning
Pls. to my
cc: [unclear]

NOTE FOR:

Rasco

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

Information ☐

Action ☒

President William Jefferson Clinton

Thank you.

JOHN D. PODESTA
Assistant to the President
and Staff Secretary
(x2702)

cc:

MAX J. STARKLOFF
*President*4475 Castleman
St. Louis, MO 63110314.776.4475 VOICE
314.776.4415 TDD
314.776.0775 FAX*Helping People
Live Independently***THE PRESIDENT HAS SEEN**4475 Castleman
St. Louis, MO 63110
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314.776.0775 FAX

TO: President Bill Clinton

FROM: Max Starkloff

RE: Gerald

Gerald is 29 years old. He recently started his own landscaping business. On September 11, 1992 he fell out of a tree and sustained a spinal cord injury at the third and fourth cervical level. He was accepted for medical treatment and care at St. John's Mercy Medical Center in St. Louis, Mo. although he had no health insurance. St. John's applied for and finally received approval for Medicaid reimbursement for his care, but states it nowhere near meets the cost of his care.

After about a month he needed to be "weaned" from the ventilator he was hooked up to at the time of his accident, and because he was still not covered under any health insurance (Medicaid approval was still pending) a health care facility in Mount Vernon, Missouri was the only place he could be sent to be "weaned". So, he was sent there, hours away from any family or friends for support. He remained there until he was medically stabilized and St. John's Mercy readmitted him, so that he would not be abandoned due to lack of health insurance.

The problem is that now he is nearly ready to be discharged and the question becomes "where will he go"? He needs Personal Assistance Services, but the state does not have any funds currently available to support his request. His parents are elderly and live in Michigan, and it is not feasible for him to return home to live with them. One cannot rely on friends for this kind of support, except in an emergency. So where does he go? The hospital is considering discharging him to a nursing home. They agree with PARAQUAD, a federally funded Independent Living Center, that he should live independently in the community, in his own wheelchair accessible apartment, but how will he get out of bed, and attend to his own personal needs every day without the support of a personal assistant? He would like to pursue retraining through Vocational Rehabilitation, which could cover the cost of an attendant while he is in their program, but after the training is over he would still need personal assistance services - for the rest of his life.

I am employed full time and cannot afford to pay for this service for myself. I am worried about what will happen to Gerald if he ends up in a nursing home just because he needs personal assistance. I lived in a nursing home for twelve years - solely because my family could not provide the help I needed. They are lonely places where despair sets in very fast. I don't want this to happen to him.

PARAQUAD and the national network of Independent Living Centers want to work closely with your administration to eliminate situations like Gerald's which are all too common. Please call upon us to serve.



THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN

CARON

February 10, 1993

RECEIVED FEB 10 11:05

RECOMMENDED TELEPHONE CALL

TO: Jerry McEntee, President of AFSCME
407/395-3000

RECOMMENDED BY: Joan N. Baggett, Political Affairs

2-13

PURPOSE: Jerry McEntee, the President of AFSCME, has been trying to reach out to you for a conversation. It would be very helpful to the overall labor support for the economic program for you to call and talk with him before labor starts their formal meetings in Bal Harbour the end of this week.

BACKGROUND: Eli has spoken with him on National Service and he seems to be okay -- not unduly concerned about job displacement. He may raise Rick Bloomingdale and Tony Carnevale as excellent candidates for jobs in the Administration. (We already have Jerry Klepner, their former legislative director at HHS doing Congressional Relations.)

I have also requested that Hillary give him a call on health care, even though they spoke informally at the Family and Medical Leave bill signing last week.

McEntee can be reached at his hotel in Boca Raton at 407/395-3000.

DATE OF SUBMISSION: February 10, 1993

ACTION:

BC called Feb 18th from Ohio