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THE WHITE HOUSE
WASHINGTON

May 26, 1989

MEMORANDUM FOR RICHARD G. DARMAN

THROUGH: STEPHEN M. STUDDERT *SM*
FROM: C. GREGG PETERSMEYER *CGP*
SUBJECT: NATIONAL SERVICE PROPOSED EXECUTIVE ORDER

Pursuant to the provisions of Executive Order 11030, Section 2(a), as amended, dated June 19, 1962, I hereby request that you direct the preparation and processing of an executive order which requires the heads of the federal departments and agencies to devise and implement programs to involve their employees in community service in furtherance of the President's national service initiatives. Seven copies of the proposed order are attached hereto. Though the President has not yet decided to sign such an order, we believe that he will have done so by the time of the completion of the OMB drafting and review process.

EXECUTIVE ORDER (DRAFT 5/26/89)

By the authority vested in me as President by the Constitution and laws of the United States of America, and in order to encourage Federal officers and employees to engage in community service, thereby setting an exacting standard for the rest of the nation to meet, it is hereby ordered as follows:

SEC.1 Charge to Federal Officers and Employees.

(a) The heads of the various departments comprising the Executive Office of the President, the members of the President's Cabinet and the heads of all federal agencies and departments under the President's direction (including the heads of regional and local offices of federal departments and agencies) shall, to the extent permitted by law devise and implement by _____ a program to encourage all of their employees to engage in community service.

(b) Particular emphasis should be placed on employee involvement in community-based programs, activities and initiatives that address critical social problems, including but not limited to, drug abuse, illiteracy, homelessness, youth delinquency, school drop-outs, teenage pregnancy, AIDS and providing food to the needy.

(c) Specifically, each of the above-designated officers shall, as a minimum, and to the extent permitted by law, take the following actions:

(i) where practicable, devote a considerable portion of their own time to community service programs or initiatives as an example for their employees to follow;

(ii) communicate to each employee that community service is a top priority of the department or agency;

(iii) identify each month the employee or employees most deserving of recognition for extraordinary contributions to their communities through service and disseminate the name or names of such employee or employees and details of their community service activities throughout the department or agency, to the press and to the Congressmen and Senators who represent such employees for possible inclusion of their names and achievements in The Congressional Record;

(iv) identify each month the person or entity outside the federal government whose contributions in the field of community service are deemed worthy of special recognition;

(v) present on a quarterly basis a letter of commendation from the President of the United States and a special departmental or agency award to the employee or employees so selected and to persons and entities outside the federal government whose contributions in the field of community service are deemed worthy of special recognition;

(vi) ensure that any employee who wishes to serve is apprised of community service opportunities inside the department or agency and in the employee's community ;

(vii) to the extent feasible, complement and facilitate community service initiatives by proposing, supporting and implementing program and policy reforms and proposals within the purview of the department or agency; and

(viii) coordinate the department or agency's community service program through a departmental or agency "Office of National Service" whose director would report to the head of the federal department or agency.

(d) Departments and agencies whose jurisdiction and concerns overlap will be encouraged to work together to devise inter-departmental or agency community service initiatives to attack problems relevant to the work of such departments and agencies.

SEC.2 Administrative Provisions.

(a) The Office of National Service shall, to the extent permitted by law, provide such information with respect to community service programs and activities and such advice and assistance as may be required by the departments and agencies above-designated to assist them in carrying out their functions under this order.

(b) The Office of National Service shall report to the President on a quarterly basis in writing on the progress of the departments and agencies above-designated in carrying out their functions under this order.

GEORGE BUSH

THE WHITE HOUSE

_____, 1989

THE WHITE HOUSE
WASHINGTON

3/6/89

Gregg,

Gretchen found the
"Darmann memo" for
me. I'm now
revising it.

C
K

March 6,

1989

FROM:

SUBJECT:

MEMORANDUM FOR RICHARD T. DARMAN

GREGG PETERSMEYER

OFFICE OF NATIONAL SERVICE

I thought that it would be mutually beneficial if I were to put in writing for you my conception of the nature and mission of my office, inasmuch as in discharging that mission, we will need to call upon the resources of your office.

As I see it, this office must devise and implement nationwide policies and programs to promote and encourage community-based private sector efforts to combat the nation's most pressing socio-economic problems, including hunger, homelessness, health care, illiteracy, drug abuse, AIDS and teenage pregnancies. Among other things, the office intends to:

(i) increase public awareness of the need for and benefits of community service;

(ii) challenge individuals, religious institutions, schools, business and civic service groups to augment existing programs and to create new programs to address the nation's socio-economic problems;

(iii) serve as a source of information to the public as to existing community service opportunities and as to the possibilities and practicalities of creating new opportunities;

(iv) identify legal barriers or impediments to community service and devise means of removing them; and

(v) help to instill in all citizens a sense of devotion to bettering society as an obligation of responsible citizenship.

An important, if not critical part of our mission will be to redefine the national debate as to what role government, particularly the federal government, can and should play in addressing the nation's socio-economic problems. Given present budgetary constraints and the likelihood that such constraints will obtain into the foreseeable future, it is not envisaged that government funding will play a large role in our efforts to combat these problems. There is cause for sanguinity in our present financial circumstances, given that the experience of the 1960s and 1970s suggests that, far from solving such problems, government spending tends to exacerbate them.

While true, the idea that government spending must and should be deemphasized is not a novel one. It may be said that implanting this idea in the public mind is one of the legacies of the Reagan Administration. One of the legacies of the Bush Administration should be implanting in the public mind the now novel idea that the private sector should be the primary combatant against society's ills, with government playing a supplementary and complementary role as challenger and facilitator. It would be helpful to our office in implanting that idea if it could be shown as a matter of fact that the private

sector already plays a larger role in funding social services and programs than is commonly believed. Indeed, we believe that the evidence demonstrates that private and public-sector funding are at present roughly comparable. If interest on the debt, defense spending and certain other non-social services items were ignored, and social services spending by state and local governments were factored in, total government spending on social services would be approximately \$250 billion. It has been estimated that total private sector cash contributions to social services is \$94 billion, while in-kind private sector contributions total \$150 billion. I would appreciate it greatly if someone in your office would undertake to verify these estimates.

If, with your help, we could confirm and then widely disseminate the fact that public and private contributions to these problems is virtually equal today, our office could then undertake to lead the effort to encourage the private sector to , over the next four years, increase its contributions at some impressive compounded annual rate, say 15%, as against a necessarily more modest rise in government spending, say 5%, such that over time the public mind will come to see the private sector as , and rightly so, the principal source of resources, broadly defined, to be deployed in the fight against the nation's social ills.

I would hope that another legacy of the Bush Administration , one principally initiated by this office, will be an assault on those legal and regulatory impediments to increased private sector involvement in social solutions. We plan to devise and propose legislation to deal with the issue of liability insurance for volunteers, to abolish tax and other disincentives to private involvement and to remove myriad regulatory restraints. Your office could be immensely helpful to us in identifying such disincentives and impediments.

Finally, I believe that our efforts ultimately will succeed in ameliorating society's ills only if , as a complement to the programs and policies generally outlined above, this office , in particular, and the whole of the government, religious institutions, schools, business, civic groups and concerned individuals work together to , as it were, reweave the social fabric of our communities. Hunger, homelessness, drug addictions, uncared for babies and elderly people, are, in a real sense, not the problems to be addressed by society, but rather merely the most conspicuous symptoms . Lasting progress in this area will be made only when we work to address the causes of these problems, the disintegration of the nuclear family, the erosion of moral standards, religious faith and civic virtue, among other things. Efforts must be made to rewrite welfare laws to encourage work and family, rather than dependence and broken homes. Again, your office could be helpful in determining how government contributes to social ills.

I hope that this memorandum will be useful to you in outlining how we see our role and what goals we have for the future and how the Office of Management and Budget can be of

assistance to us. Perhaps the logical next step is a meeting between us to consider specific ideas and suggestions. I look forward to your comments.

THE WHITE HOUSE
WASHINGTON

3/6/89

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I've slightly revised
the Darman memo.

C
KR

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