FOIA Number: 2016-0970-F

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Thursday, September 30, 1999

Stack:	Row:	Section:	Shelf:	Position:
S	40	5	2	3

'99 SEP 30 PM4:17

Lynn G. Cutler
09/30/99 03:32:21 PM

Record Type: Record

To: Adrienne C. Lavallee/WHO/EOP@EOP

cc:
Subject: letter from POTUS to Arkansas delegation

Dear Arkansas Friend,
I am sorry that I can't be with you today--I am very glad that you were able to come to the White House and talk to senior members of my administration about the challenges facing East Arkansas.

Maria Echaveste, my Deputy Chief of Staff, will report back to me the full content of the meeting, and we will continue to work on the issues that you bring to us. We are researching the answers to many of the questions you put to me when we visited in Arkansas in August.

I want you to know that this is not a small matter to me. Arkansas is my home in every sense of the word, and I am committed to helping to resolve problems and take advantage of opportunities. I will continue to work with the agencies of the government as well as with Senator Lincoln and Congressman Berry

I hope you have a productive visit in Washington and that you have a safe journey home.

Warm regards,

9/30/99

Sean -
Lynn Cutler stopped by our office and asked for a message for this group. They will be at the WH tomorrow and the President had said he would meet with them - Lynn wants to make copies of the letter for their packets
Carol

9/30/99

Send to Burkhardt?
Yes ✓
No ____

C.

The group is the one that you met with on your trip to Arkansas in August.

KEVIN SMITH

SENATOR
7TH DISTRICT

1609 COKER-HAMPTON DRIVE
STUTTGART, ARKANSAS 72160

GREAT SEAL OF THE STATE OF ARKANSAS

THE SENATE
STATE OF ARKANSAS

COMMITTEES
MEMBER:
PUBLIC TRANSPORTATIO
AGING & LEGISLATIVE AFF

Stephanie -
Please call me a
870-673-2132 or FAX o
870-673-7050, when y
can. We are trying to
get this together asap.
Thank you very mu
Kevi

August 16, 1999

Hon. William Jefferson Clinton
President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500-2000

Dear President Clinton:

First of all, I want to thank you for all that you have tried to do for the Delta and for all you are trying to do now. Your visit to both Clarksdale and Helena have already done so much for the Delta by raising the nation's awareness to this vital issue, and I want you to know how proud we all are that you are our President.

As you recall, at the Helena meeting, when we presented you with a petition for help signed by over 130 local elected officials and citizens from the Arkansas Delta, you agreed to meet with the Delta Caucus at the White House the week of October 4, 1999. The purpose of the meeting will be to kick-off a week of activities in Washington for the Delta Caucus "March on Washington" and to continue the focus on the Delta that you began.

We are expecting several hundred people (approximately 250 to 500) from the region, and would envision a "rally style" event on the South Lawn of the White House with a speech from you about the need for Congress to adopt your "New Markets" initiative and other legislation introduced to help the Delta. If your staff would make this the "issue of the day" at the White House, it would do a lot to attract media attention and position this issue in a way that would put those like Senator Trent Lott on the defensive. I know you agree that it is indefensible for him to oppose such an effort when he represents the poorest state in the Delta and the poorest in the country.

Our plans for the rest of the week include "marching" down Pennsylvania Avenue to Capitol Hill, followed by appearances before the Congressional Delta Caucus and various committees. We will fan out on the Hill and visit every congressional office as well. On Wednesday, we are planning a press conference on Capitol Hill to discuss the results of the "march" and to allow congressional supporters to speak on the issue.

Mr. President, your continued focus on this issue is a political win/win. If it works, you have left a significant legacy of solving yet another supposedly "unsolvable problem" among a long and distinguished list of other domestic problems you have solved. You will have fulfilled the agenda begun by FDR and continued by people like Robert F. Kennedy and Martin Luther King.

If this doesn't work, we have put some important Republicans on the defensive before an election year in which they are already without any issues. It could make the difference in many Republican held House Districts in the Delta, where it could be argued that the Republican Leadership is not interested in helping. Some of these districts could go either way next year, and could contribute to returning the House to Democratic control. For example, Congresswoman JoAnn Emerson (R-MO) from Southeast Missouri actively fought your proposal last year for $26 million for a Delta Regional Commission (even writing a letter to the Chairman of Appropriations). Governor Kirk Fordice of Mississippi wrote a letter signed by several Republican Governors in opposition to your Delta Commission proposal. While I was visiting the Delta congressional delegation in support of your proposal, I was shocked by the opposition to it by congressmen from the very region it would have done so much to help.

In short, Mr. President, if we do nothing else but expose this sort of thing to the folks back home, and thereby get a new Congress that is more sensitive to the Delta's plight, then you would have accomplished much.

Mr. President, you and I have been working on this issue for a long time now. Please help us. The most important and most humanitarian thing you can do for our state is to help the area that is holding it back both economically and socially. Indeed, as you said yourself in Helena, the best thing you can do for the entire country right now is to help those areas that are still not participating in the Clinton economic boom.

Again, thank you so much for coming to Helena, and for your attention to this important matter. I look forward to being in touch with your staff, and to seeing you in October.

Sincerely,

Copy

Kevin A. Smith, Co-Chair
Delta Caucus

cc: Stephanie Street, WH Director of Scheduling; Rep. Joe Harris, Delta Caucus.

Corres.

BELOVED

9/30/99

Sent to Burkhardt

Yes ✓

No

'99 SEP 30 AM11:28

September 27, 1999

1600 Pennsylvania Ave.
Washington, D.C.

Dear Mr. President and Honored guests,

I deeply regret that I am unable to attend the President's Annual Prayer Breakfast due to a long-standing prior commitment. As you seek the face of God together please know that our prayers are with you.

The war of violence in our land has risen to such a pitch that new solutions, radical new solutions must be sought. While I have strongly held opinions about the issues of gun control, the extolling of violence, and the treatment of mentally ill, I lack the factual knowledge and expertise to be of much help at this time. Besides that, I am not sure I am thinking all too clearly at the present. We are still in shock at Wedgwood.

What has emerged from the tragic shootings in our church on September 15, is a clear message of hope and faith in our God, even in the darkest of hours.

Enclosed is a tape documenting the faith-filled response of our young people as they went back into the sanctuary only days after the violence. They wrote on the bare concrete floor what they felt and believed in their hearts. They are messages of hope, faith, and forgiveness.

I believe this speaks to the issues far more eloquently than I could hope to.

I have called our people to forty days of concerted prayer for spiritual awakening in our nation. I invite you to join with us.

Lamentations 2:19- "Arise, cry out in the night…Pour out your heart like water before the face of the Lord. Lift your hands to Him for the life of your young children…"

Sincerely,

Al Meredith

Al Meredith
Wedgwood Baptist Church
Senior Pastor

Dr. Al Meredith
Pastor

Wedgwood Baptist Church • 5522 Whitman at Walton • Fort Worth, Texas 76133 • (817) 292-1400

Dean-
Pls coordinate w/
Counsel
-Thanks,
Justin

Sean -
do you think
it would be
appropriate
to do ty to Udvar-Hazy -
Note also
other gifts -
I don't
know
Just
asking
N/S

Sky-High Gift for Air & Space

$60 Million Pledged For Dulles Annex

A1

By Jacqueline Trescott
Washington Post Staff Writer

A Hungarian American businessman who made a fortune in airplane leasing is planning to give the National Air and Space Museum $60 million—the largest individual donation in the Smithsonian's 153-year history.

Steven F. Udvar-Hazy, 53, the president of the world's largest aircraft leasing company, International Lease Financial Corp., is giving the money to the new Air & Space annex at Dulles International Airport. When completed in 2003, the annex will be about four times the size of the Mall museum and commodious enough to hold the Space Shuttle Enterprise, an SR-71 Blackbird reconnaissance plane, an F-4 Phantom fighter and a Pershing II missile.

Udvar-Hazy, a certified jet pilot, was traveling in Asia yesterday and was unreachable, according to an administrator at the Beverly Hills, Calif., headquarters of his company.

I. Michael Heyman, the outgoing secretary of the Smithsonian, applauded Udvar-Hazy's generosity. "This wonderful gift is a great beginning for the campaign to build the new Dulles Center. It is yet another indication of the support of the American people for the Smithsonian Institution."

Nearly 10 million people a year visit Air & Space, making it the world's busiest museum. The $60 million gift is part of a $130 million

GIFT, *From A1*

capital campaign to pay for the Dulles annex, which will house the biggest and most recent spacecraft and airplanes in the museum's collection. Udvar-Hazy's unprecedented boost for Air & Space comes less than three months after the museum's 75-year-old director, Donald D. Engen, was killed when a glider he was flying plunged into the Nevada desert.

According to Forbes magazine, Udvar-Hazy is the 120th richest person in America. He was born in Budapest in 1946. His family fled to the United States in 1958 after the Soviet invasion of Hungary. Airplanes have been his passion since he was a boy. He once told a reporter, "While my friends were playing baseball, I used to go out to Kennedy Airport and make notes of who was flying what."

In 1968, he earned a bachelor's degree in economics from the University of California at Los Angeles and started his first company, Airlines Systems Research Consultants. In 1973, Udvar-Hazy co-founded the leasing company. By 1983, according to published reports, it was worth $220 million. In 1990 the company became a wholly owned subsidiary of American International Group (AIG), the leading U.S.-based international insurance organization. The leasing company now owns 400 aircraft, valued at more than $17 billion, according to industry reports.

International Lease Finance buys airplanes and then leases them to airlines. Udvar-Hazy is credited by some aviation business sources with keeping airline manufacturers afloat when the airlines were in an economic slump in the late '80s and early '90s. In June, Udvar-Hazy announced at the Paris Air Show that he intended to place an order for up to 100 of Boeing's newest 737 passenger jets. The list price of the 737-800 is roughly $35 million.

"Steve is one of the most creative guys and commercially astute people in the aviation business," said Clark Onstad, a longtime aviation executive.

The Smithsonian is the largest museum and research complex in the world and its 16 museums and the National Zoo attracted more than 28 million visits last year. In recent years, as public money has tightened, the Smithsonian has been aggressively seeking new sources of private money for multimillion-dollar restoration projects and new initiatives.

The Smithsonian receives 72 percent of its funding from Congress. The federal appropriation in fiscal 1999 amounted to $412 million. The remainder of the $569.7 million budget for this year comes from private trust funds.

The museum's endowment, which provides the largest portion of the private money in most years, includes the original bequest of British scientist James Smithson. In addition to corporate and individual donations, the museum generates revenues from its retail operations, Smithsonian magazine and other businesses.

The Smithsonian's largest cash donation to date was from Kenneth E. Behring, a California entrepreneur, who gave $20 million two years ago to the National Museum of Natural History for renovation projects and education programs. The Smithsonian also received a windfall in Chinese art last month when a $50 million-$60 million collection assembled by Paul Singer, a Summit, N.J., psychologist, was donated to the Arthur M. Sackler Gallery. Other recent gifts have included $10 million from designer Ralph Lauren's company to restore the Star-Spangled Banner at the National Museum of American History and a $10 million pledge from the Mashantucket Pequot Nation for the National Museum of the American Indian.

The Washington Post

Thursday, September 30, 1999

Please do reply for POTUS sig

THE WHITE HOUSE
WASHINGTON

'99 SEP 30 PM 12:00

September 29, 1999

Dear Mr. President:

I am writing to thank you for the opportunity to serve both you and the Vice President here at the White House. After five years serving in your Administration – the last three working for Gene Sperling at the National Economic Council – I am leaving to work in the private sector here in Washington, effective October 1.

In January 1992, I skipped a month of law school to devote myself to your primary campaign in New Hampshire. I believed then that we needed a President who would seriously address the budget deficit while providing real economic opportunity to all Americans.

You have achieved so much on these two fronts. Moreover, you have provided the country with vision and leadership that make me proud to say I worked for you – and even more hopeful than I was eight years ago.

Thank you again for the opportunity to serve.

9-30-99

Send to Burkhardt?
Yes ✓
No

Sincerely yours,

Jonathan Kaplan

Jonathan Kaplan

cc: Exec Clerk
Yes ✓
No

c

THE WHITE HOUSE

WASHINGTON

President Bill Clinton

8/18
1. cc Miller 8/1 ...
2. SOOFF ... 9-30-99

Carl Whillock
2905 28th Street NW
Washington, DC 20008

8-18-99

Don Richardson
3507 Springland Lane NW
Washington, DC 20008

August 13, 1999

To Burkhardt for reply?
Yes ✓ No __

'99 AUG 18 PM3:20

The Honorable William J. Clinton
The White House
Washington, DC 20500

SPM

B.

Dear Mr. President:

As friends and fellow Arkansans, the legacy of your administration is very important to us and we would like to take the opportunity to tell you of the chance to have a far-reaching, long-lasting impact on the conservation of private lands in this nation. The three items each need only a few moments of your personal attention, but it is very important that they be included in your 2001 budget.

copy of incoming Podesta

1. An additional $300 million for the Conservation Operations Account of the Natural Resources Conservation Service (NRCS) for a total of $941 million. Conservation Operations funding represents field-level assistance to farmers on priority administration issues-

   - Clean Water Action Plan
   - Wetland protection
   - Air quality and global climate change

   The original vision of President Franklin Roosevelt was that NRCS would work as partners with state and local soil and water conservation agencies. The federal government is not meeting that responsibility with current funding, making implementation of key initiatives difficult. An increase of $300 million would ensure that the NRCS has the technical tools and resources needed to assist local efforts in every Conservation District in the country and achieve national conservation goals.

2. An additional $35 million for Resource Conservation and Conservation Development (RC&D) for a total of $69.5 million. We know you are very familiar with the good work of RC&D councils from when you were Governor. It was through your leadership that Arkansas was the first state to be totally covered by RC&D councils and the rural fire protection program was started. The additional $35 million will allow for the full funding and authorization of all 450 RC&D councils as originally proposed by President Kennedy to cover the whole United States. There are currently approximately 350 councils authorized. By authorizing the last 100 councils and funding them all at the $125,000 level you can complete the dream begun by President Kennedy in 1962 and leave an enduring legacy for the Clinton administration across the countryside.

3. Remove the Section 11 cap from the Commodity Credit Corporation (CCC) Charter Act to assure the availability of CCC funds for transfer and reimbursement of technical assistance including the development of conservation plans and implementation of conservation practices.

These three things will leave an indelible mark on the landscape of the 80% of the nation held in private hands. Should you have questions about any of the items we would be glad to answer them or provide further information.

Sincerely,

Carl Whillock
Carl Whillock

Don Richardson
Don Richardson

P.S. James Jordan of Monticello and Judge Catlett of Monroe County are strong supporters of Item 2 above.
You are doing a great job. Keep it up. C.W.

cc Roberts
Wil Cutter

Whitlock [illegible]
9/22
cleared by
Neal/OMB

Are we sure
we will
need a
reply?
KH

Carl S. Whitlock

7/29

Draft/Clearance Record
Woyneab M. Wondwossen

RECEIVED: 7/15

COPY

Per Mary Smith / DPC work w. Sally
To Sally Katzen for quick response 7/15 via fax

SUBMITTED:

Mr. President
Do you have any interest or is the schedule too complicated already?
Bruce

1 cc Stephanie Beatty
2. Potus

9-30-99

MEMORANDUM

To: Bruce Lindsey
From: Bev Lindsey
Re: POTUS Schedule, Italy
Date: September 20, 1999

HELP!!! I need guidance. I have been discussing with PAO Italy Greg Lagano the possiblity of the President recognizing the 50th anniversary of the Fulbright Program in Italy during his trip there in November. We hoped the President's schedule might accommodate a dinner sponsored by the US-Italy binational commission, inviting higher education officials (both government and institution-related), former Fulbrighters, etc., and that the President would present 3-4 medals to outstanding alums. I understand the possiblity of a separate dinner might not be great. However, if the President could incorporate remarks and the presentation of the medals in another event already scheduled, it would acheive the same purpose.

I have talked with Sandy Berger who said he would look into the schedule. He also suggested I talk to Sidney Blumenthal, which I did. Sidney said he thought the schedule was too complicated and that the President was closely guarding his private time in Florence, but he would ask the President if he wanted to do this. Other NSC staff are looking at the proposal as well.

These remarks would be short and presentation of the medals could be carefully scripted. This is a stellar opportunity to highlight the success of Italy-US relations, as well as the contribution of the Fulbright program to this effort. We would of course want to include a number of Fulbright dignitaries in an event of which this would be part.

Can you help further this attempt? Attached is a one-pager that I sent to Sidney.

Sandy / cc Stephanie
I'm open to this but would prefer to do it at a time that wouldn't mess up a whole or half day — is it possible
B

copied
Berger
Streett
Podesta

923.99.06

PROPOSAL
FULBRIGHT COMMEMORATION IN ITALY

Summary: We propose that President Clinton speak at an event to commemorate the 50th anniversary of the Fulbright exchange program in Italy. The event has not been organized yet, so it is completely open to the President's schedule and preferences.

Background: Besides serving to showcase the Fulbright exchange program and what it means for the two countries, the event would be an excellent opportunity to make a statement about U.S.-Italian relations. The Fulbright exchange program was a major piece of the post - war system put in place to foster closer ties between the U. S. and other countries. Many of Italy's top leaders in government, business, the professions, and academia have been Fulbright scholars, including current Foreign Minister Dini and Treasury Minister Amato. The social sciences and American studies in Italy have been shaped in large part by this Fulbright program, as have Italian studies and art history in the United States. Since the President was closely associated with Senator Fulbright and was himself an exchange scholar in England, he also has a personal connection to the Fulbright program and a personal understanding of the value of academic exchanges.

At the event, we would also award the first annual Fulbright Medals in three categories: (1) to any Italian or American for contributions to greater understanding between the United States and Italy; (2) to an Italian or American Fulbright scholar for professional achievement; and (3) to anyone for outstanding contributions to the Fulbright program in Italy. These awards will be given to people of international stature (for example, one nominee is composer Gian Carlo Menotti, a Kennedy Center Award winner), and we would propose that the president present them in a brief ceremony at the event. There will be a maximum of four medals awarded this first year.

Before the President's trip was discussed, the Fulbright Commission had already decided to hold a large dinner in Rome with a major speaker as our ~~final anniversary~~ event. This was to be the first annual Fulbright dinner, and its purpose was to create an annual opportunity to put the work of the Commission in the public eye, award the Fulbright medals, and raise money for scholarships. However, the President's participation would be so important that we would of course seize any opportunity to have him commemorate the anniversary and award the medals, regardless of the venue.

Audience: Should we do a separate Fulbright event, we would invite Italian and American business leaders, government officials, university leaders, opinion leaders, and former Fulbright scholars. Because it will be difficult to bring people into Florence during the President's trip due to scarcity of hotel accommodations, our audience would be more heavily Florentine and Tuscan than usual.

THE WHITE HOUSE

WASHINGTON

Date 9/30/99

To: Monica Dixon

From: The Staff Secretary

HERE'S THE INDIVIDUAL TRAINING ACCOUNTS PACKAGE WE SPOKE ABOUT. PLEASE LET ME KNOW HOW WE CAN MAKE THE MOST OUT OF IT. - SEAN

CC: K. TRAMONTANO

THE WHITE HOUSE

WASHINGTON

September 23, 1999

'99 SEP 23 PM5:26

MEMORANDUM FOR THE PRESIDENT

FROM: Gene Sperling, Assistant to the President for Economic Policy GS
Neal Lane, Assistant to the President for Science and Technology Neal

SUBJECT: Individual Training Accounts for Federal Workers

Summary: In January of this year, you signed an Executive Order that established a Presidential Task Force on Federal Training Technology. The Task Force has completed its first report to you -- *Recommendations on Individual Training Accounts for the Federal Government*. **We recommend that you sign the attached letter. The letter would direct the Task Force to move forward with their principal recommendation, which is for agencies to establish individual training account (ITA) demonstration projects.**

Background: Part of the Administration's strategy to promote life-long learning is to ensure that the Federal government is making adequate investments in the training of its own employees, and to make appropriate use of new instructional technologies. These technologies can allow Federal workers to acquire new skills "anytime, anywhere" -- at a time, place, and pace that is convenient for them. The National Partnership for Reinvention has played a critical role in this work, which can dramatically reinvent the way training is delivered to Federal workers.

The Presidential Task Force on Federal Training Technology, chaired by OPM Director Janice Lechance, recently completed its report on ITAs for the Federal government. ITAs are training accounts that can be used at the employees' discretion -- subject to approval by appropriate agency managers--to get the training they need when they need it. These accounts can help provide the kind of working environment that attracts and retains a high-quality Federal workforce.

The Task Force concluded that while ITAs have great potential for encouraging innovation in training and for attracting and retaining a high quality workforce, not enough evidence is currently available to warrant an OPM directive requiring their use. The Task Force recommends that you ask the agencies to undertake a series of carefully monitored demonstrations of ITAs, and use the information gathered to guide the overall package of policy recommendations in training due from the Task Force next year.

In addition to this review of ITAs, the Task Force will be looking at ways that the government can be a leading-edge user of learning technologies. By leveraging its purchasing power, the government can accelerate the emergence of high-quality training products and services developed by businesses and universities around the country.

THE WHITE HOUSE

WASHINGTON

Janice Lachance
Director
Office of Personnel Management
Washington, DC 20415-0001

Dear Janice:

Thank you for forwarding the options and recommendations of the Task Force on Federal Training Technology on establishing on individual training accounts (ITAs) for Federal employees.

Your report provides a thoughtful and thorough review of the ways ITAs may be used to improve the quality of training available to Federal workers. The skills needed by Federal workers, the technologies available for training, and the institutions capable of delivering high-quality training are all changing rapidly. Individual employees may be in the best position to discover opportunities in this fast changing market; ITAs can give them needed flexibility.

Improving the efficiency and quality of Federal government services in the years ahead will require educated workers to fill new jobs and incumbent workers able to continuously upgrade their knowledge and skill base. We have an obligation to explore the use of new technologies to provide cost-effective, high quality, and accessible training to ensure that we provide the kind of working environment that attracts and retains outstanding working men and women.

After reviewing your report, it is clear that ITAs merit further exploration because of their potential for improving Federal training. The Task Force points out that while a number of private firms, state governments, and foreign governments are currently implementing ITAs, the programs are not fully tested. I support the Task Force recommendation that the Federal agencies should begin a series of pilot projects and develop tools for evaluating their success. I therefore ask that OPM, working with the advice of the Task Force, develop guidance for the agencies to use in developing and evaluating ITA pilot projects.

I understand that the Task Force also is making steady progress in developing recommendations for Federal agencies to make effective use of technology to improve training opportunities. I look forward to reviewing the final Task Force report and also learning more about the development of the demonstrations of advanced learning technologies being proposed by the Executive departments. The Task Force recommendations regarding how agencies can use their combined procurement power to stimulate development of high quality training technologies conforming to standards used in commercial and university instruction will be extremely valuable. Your work will be valuable not only to strengthen the Federal workforce and to ensure the American taxpayers receive the best service as possible, but also can serve to accelerate the development of technologies useful in schools and companies throughout the Nation.

I appreciate your leadership, the commitment of the Task Force, and the dedicated service of your staff, particularly Emzell Blanton, the Executive Director of the Task Force, in ensuring the success of this important effort.

Sincerely,

Executive Summary

Background

President William J. Clinton's January 12, 1999, Executive Order 13111, "*Using Technology to Improve Training Opportunities for Federal Government Employees,*" established a task force to explore how Federal training programs, initiatives, and policies can better support lifelong learning through the use of learning technology.

The Federal Training Technology Task Force, consisting of heads of Federal government departments and agencies or their representatives, is charged with developing a policy to "make effective use of technology to improve training opportunities for Federal Government employees." One of the specific tasks to be addressed by the Task Force is to:

> *"Develop options and recommendations for establishing a Federal Individual Training Account for each Federal worker for training relevant to his or her Federal employment. To the extent permitted by law, such accounts may be established with the funds allocated to the agency for employee training. Approval for training would be within the discretion of the individual employee's manager. Options and recommendations shall be reported no later than six (6) months from the date of this order."*

The Task Force created a focus area subgroup to explore options for the establishment of Federal Individual Training Accounts (FITAs). This report presents the Subgroup's findings.

Individual Training Accounts for the Federal Government

To establish a baseline of information on the current use of ITAs in the public and private sectors, the Subgroup studied examples of existing ITA models. The ITA models reviewed were Pennsylvania's Individual Learning Accounts, Cedar Company's Individual Learning Accounts, Individual Training Accounts under the Workforce Investment Act, and the United Kingdom's Individual Learning Accounts.

In conducting its review and analysis, the Subgroup specifically sought to answer the following questions:

- What are Individual Training Accounts (ITAs)?
- Are ITAs a viable means of "improv[ing] training opportunities for Federal employees"?
- What are the options for ITAs?
- Is it feasible to implement ITAs governmentwide at this time?

The Subgroup defined ITAs as a base amount of resources whether expressed in terms of dollars or hours, set aside for the use of individual employees for their learning and development.

After its research, the Subgroup concluded:

- Early indications from the research show that ITAs may be a positive addition to an agency's toolbox of approaches for addressing the training needs of its workforce. ITAs may provide employees more choice and the opportunity to participate more proactively in their own development. Managers could also use ITAs to design development programs to meet their organization's and their employees' needs. However, the Subgroup concluded that there is a need for more empirical data to determine the scope and practicality of using ITAs in the Federal government.

- Due to the limited number and early implementation stage of the ITA programs found for evaluation, the results and impact data available were not sufficient to conclusively assess the value added by this approach.

- The implementation strategy for ITAs in the Federal government should have the benefit of the research and recommendations of the other Task Force subgroups, which are scheduled for reporting in July 2000. Among the issues these subgroups will be addressing are integrating training in the annual budget process, procurement barriers, and learning technology as a tool for more and better access to training, all of which will impact an agency's training strategy.

The Subgroup's deliberations raised several issues that need to be addressed during the empirical data gathering stage. Specifically:

- Should ITAs address a broader definition so as to incorporate the current definition of ***learning*** as expressed in the Administration's Lifelong Learning Initiative—non-classroom, mentoring, on-the-job training, etc.?

- How can ITAs be administered in a way that meets the requirements of GPRA, which links all agency initiatives to the performance of its mission?

- Can ITAs be administered in a way that avoids the perception of inequity in the allocation of resources as agencies address discretionary and mandatory training needs using this new tool?

- Could ITAs be interpreted as an entitlement or benefit? The Subgroup was concerned that viewing ITAs as entitlements would force allocations of monies even when not necessary to advance mission accomplishment.

- Should ITAs be portable? The current thinking is that the ability to move ITAs from agency to agency would require some change to current appropriations law.

- How will ITAs be financed across agencies? A funding plan for ITAs would need to take into account the substantial variance from one agency to another in terms of the ability to underwrite the cost of staff development activities.

Recommendations

The Subgroup proposes the following recommendations regarding ITAs:

- ***The goals of the proposed initiative should be broadened to support not merely training opportunities but lifelong learning.*** The Subgroup recommends that the proposed initiative be reframed to address the concepts of lifelong learning. This requires broadening the scope to encompass all types of learning and all modes of delivery, including both formal and informal training and technology-based approaches. This will allow agencies not simply to focus on meeting training needs for a specific job, but to prepare their workers to meet future work demands.

- ***Agencies should pilot lifelong learning approaches to enable the identification of best practices.*** The Subgroup recommends that agencies embark on pilot efforts to evaluate the use of ITAs, as well as other new approaches to lifelong learning, such as investment plans, contract strategies, individual development plans (IDPs), or other innovative models. In designing, implementing, and reporting on their pilots, agencies should specifically address some or all of the issues identified in this report and ensure that employees with disabilities have equal access to training opportunities.
ITA pilots would begin no later than March 1, 2000, with preliminary evaluations due by September 30, 2000. For pilots launched after March 1, 2000, preliminary evaluations would be due as soon as possible thereafter, but no later than six months after launch date.

- ***The U.S. Office of Personnel Management should continue as the central coordinating agency for the lifelong learning initiative.*** The Subgroup recommends that the U.S. Office of Personnel Management (OPM) maintain its current responsibility for this initiative. In addition to reviewing agency pilot plans, OPM would also be responsible for analyzing and reporting the results of agency pilot programs and issuing guidance, by March 2001, on lessons learned to date with ITAs and future implementation of ITAs and other lifelong learning programs.

- ***The President should consider issuing an Executive Memorandum inviting Cabinet-level agencies to volunteer for pilot programs.*** An invitation that comes from the President will emphasize the crucial nature of this initiative and inspire strong support governmentwide. The Subgroup recommends that a Presidential memo be issued to the heads of all Cabinet-level agencies explaining the rationale for instituting lifelong learning programs, identifying the flexibility currently available within existing rules and regulations, describing models and methods, inviting pilot proposals, and reaffirming the role of OPM as the lead agency for the initiative. The Subgroup recommends that this memo be issued by September 1, 1999, to allow agencies enough time to establish their pilot programs in FY 2000.