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[08/26/1997] [1]

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Thomas Freedman to Richard Socarides et al. re: Mary Smith's Birthday (1 page)	08/26/1997	Personal Misfile

COLLECTION:

Clinton Presidential Records
Automated Records Management System [Email]
OPD ([Kagan])
OA/Box Number: 250000

FOLDER TITLE:

[08/26/1997] [1]

2009-1006-F

bm43

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
[E.G. UNDERCLASS, CITIES, WELFARE REFORM]

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Empowerment Zones	Continue implementation of program to promote sustainable economic development through strategic planning in our most distressed inner cities and rural communities.	First Round designated in December 1994 for 10-year awards. Second Round authorized in August 1997. Awards tentatively proposed for July 1998.	First Round benefits include a blend of tax incentives, including a wage tax credit, and grants ranging from \$100 million for Empowerment Zones (EZs) to \$3 million for Enterprise Communities (ECs). Second Round benefits include a blend of tax incentives, e.g., brownfields expensing, Work Opportunity Tax Credit (WOTC), and a grant award to be determined after FY 1998 appropriations process.	Costs of both rounds are \$6+ billion over ten years in tax incentives and grants. The first Round is in place, and we are moving forward on implementation of the Second Round. The Second Round tax provisions are included in the budget agreement. Grant funding for the Second Round zones must be secured through the appropriations process; prospects regarding FY 98 appropriations are mediocre at best.	Assuming same number of applicants as in the first round, the ratio of applicants to winners is 25 to 1. Thus, many mayors and their cities are likely to be disappointed.	Significant. Automated Records Management System Hex-Dump Conversion
Private Sector Hiring of Welfare Recipients	Promote efforts of the Welfare to Work Partnership.	Ongoing (effort launched in May 1997).	Already signed up nearly 1,000 companies; goal of 5,000-10,000. Will lead to welfare-to-work programs at most major corporations and many small- and medium-sized businesses. Nationwide database to track job placement.	No additional funding required. Target major cities (and states with big caseloads like California) to sign up business community.	Has strong bipartisan support.	Significant. Regular events necessary to keep pressure on private companies.
Welfare to Work	Implement new \$3	Through FY 1999.	Hundreds of high	No additional funding	Has bipartisan support	Significant.

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<p>Jobs Challenge</p>	<p>billion Welfare to Work Jobs Challenge enacted in the budget, including awarding 25% of funds competitively to innovative projects.</p>	<p>Regulations will be released in late 1997; formula and competitive grants will be awarded in both FY 1998 and FY 1999 (program enacted in August 1997 in Balanced Budget Act).</p>	<p>poverty/ high unemployment communities will receive funds to put long-term welfare recipients to work.</p>	<p>required -- funding in Balanced Budget Act.</p>	<p>and strong support from mayors and other local officials.</p>	
<p>School Reform: Urban Education Initiative (See Education Pillar)</p>	<p>Promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do.</p> <p>Possibly require Title I schools to adopt no-social-promotions and other reform policies.</p>	<p>Legislation by end of 1998.</p> <p>Program duration: 5 years</p>	<p>Reconstitute low performing schools using proven school improvement models.</p> <p>Improve use of resources by urban school systems and provide more choice for parents.</p> <p>Restore public confidence in urban public school systems.</p>	<p>Requires new legislation and budget authority</p> <p>Approximately \$320 million per year for competitive grant program for 10-15 districts ("education empowerment zones") to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish this objective.</p>	<p>May be difficult to secure Congressional support -- suburban/rural members, voucher supporters and liberals against high stakes testing may oppose.</p>	<p>Significant</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>
<p>CRIME & CITIES:</p>						

**ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
[E.G. UNDERCLASS, CITIES, WELFARE REFORM]**

<p>(See Crime Pillar)</p> <p>100,000 More Police</p>	<p>Continue implement-ing Administration's signature program to increase police presence and expand community policing, and consider targeted new initiatives.</p>	<p>Implementation through FY 2000. New initiatives to be developed in FY 1998.</p>	<p>Majority of nation's police departments have received funds to hire a total of 63,000 new police (or equivalents) and for community policing training.</p>	<p>\$8.8 billion through FY 2000, nearly \$5.5 billion of which will have been appropriated as of FY 1998. New funds not necessary.</p>	<p>Bipartisan support.</p>	<p>Significant. Regular events to highlight signature crime initiative.</p>
<p>Juvenile Crime</p>	<p>Pass a comprehensive anti-gang and youth violence strategy.</p>	<p>House bill passed; Senate will consider bill this fall.</p>	<p>Would allow localities to replicate Boston's successful anti-gang/ youth violence initiative (Operations Ceasefire/ Nightlite).</p>	<p>\$400 million in House appropriations; \$220 million in Senate appropriations.</p>	<p>Republicans more supportive of enforce-ment; Democrats more supportive of preven-tion. Bipartisan opposition to gun provisions.</p>	<p>Significant.</p>
<p>National Drug Strategy</p>	<p>Enact/implement media campaign. Consider new initiatives for 1998 National Drug Strategy.</p>	<p>Media campaign needs to be implemented this fall. New initiatives due in February 1998.</p>	<p>Reduces drug use and its consequences; and reduces drug-related crime and violence.</p>	<p>Overall drug budget is \$16 billion. House and Senate appropriators support between \$110 and \$150 million for media campaign.</p>	<p>Speaker Gingrich and Republicans support media campaign, but not likely to support our other anti-drug initiatives.</p>	<p>Significant. Regular events to highlight drug problem and Administration initiatives.</p>
<p>BUILDING BLOCKS OF PILLAR</p>	<p>DESCRIPTION</p>	<p>TIMELINE</p>	<p>BENEFITS</p>	<p>COSTS/FEASIBILITY</p>	<p>POLITICAL RAMIFICATIONS</p>	<p>PRESIDENTIAL TIME COMMITMENT</p>
<p>Community Development Financial</p>	<p>Continue implementation of CDFI program, which</p>	<p>The first awards were made last year totaling \$37.2</p>	<p>To provide capital, credit, and basic banking services to low-income</p>	<p>Administration requested \$125 million for FY 98 and wants approximately</p>	<p>Republicans have opposed this program because it is so closely</p>	<p>Limited.</p>

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**ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
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<p>Institutions (CDFIs)</p>	<p>provides grants to create a national network of community banks, credit unions, loan funds, microlenders, etc. in low-income and distressed urban and rural communities.</p>	<p>million in investments to 32 CDFIs. A second round of grants will be announced this September. Additionally, the House and Senate are currently considering the President's request to more than double CDFI funding (\$125 million).</p>	<p>and distressed rural and urban communities.</p>	<p>\$1 billion over five years. This is a protected domestic Presidential priority under the budget agreement.</p>	<p>identified with the President. Recent articles in Business Week and other publications concerning alleged mismanagement may raise additional opposition.</p>	<p>Automated Records Management System Flex-Dump Conversion</p>
<p>CRA Reform</p>	<p>Build on the success of the President's CRA Reform by expanding the law on a voluntary basis to non-bank banks, such as mortgage lenders, insurance companies, and securities firms.</p>	<p>DPC, NEC, and OVP will be reviewing proposals this fall. Ideally, this new initiative could be announced within the context of the race initiative over the next 12 months.</p>	<p>Initial CRA Reform has led to billions in new credit to distressed communities. For instance, home loans have risen 67.2% for African-Americans, 48.5% for Hispanics, 31.6% for Native Americans, and 16.4% for Asian Americans. Expanding CRA Reform would provide additional billions in new credit and capital.</p>	<p>No new funds required.</p>	<p>Politically, this new initiative would meet stiff resistance from Republicans and from non-bank financial institutions. Traditional banks should be in favor of this initiative because it has the potential to level the playing field.</p>	<p>Limited.</p>
<p>BUILDING BLOCKS</p>	<p>DESCRIPTION</p>	<p>TIMELINE</p>	<p>BENEFITS</p>	<p>COSTS/FEASIBILITY</p>	<p>POLITICAL</p>	<p>PRESIDENTIAL</p>

ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
[E.G. UNDERCLASS, CITIES, WELFARE REFORM]

OF PILLAR					RAMIFICATIONS	TIME COMMITMENT
Brownfields	<p>Implement new tax incentive to encourage the cleanup and redevelopment of contaminated and abandoned sites.</p> <p>Seek additional grant funds to do more site assessment and promote economic development of cleaned-up sites.</p>	<p>Signed into law this August. The incentive sunsets in three years.</p> <p>EPA currently has a pilot program in place to provide site-assessment. Funds need to be appropriated this fall.</p>	<p>Allows immediate expensing of cleanup costs. Expected to benefit 14,000 sites.</p> <p>By providing site-assessment for private interests, increases probability that the site will be cleaned up and put into productive use.</p>	<p>\$500 million cost to Treasury, but will allow for \$1.5 billion in expensing. No new funds necessary; included in tax bill.</p> <p>The Administration has awarded \$20 million under the pilot program. EPA has requested \$300 million and HUD \$25 million. Funds need to be appropriated this fall. EPA funding is in good shape; HUD's chances of obtaining funding for this program are low.</p>	<p>General bipartisan support and strong support from mayors. Environmental groups support, but are not active on the issue.</p> <p>Same as above for EPA program.</p>	<p>Limited.</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>
Homeownership Initiative	<p>Continue implementation of initiative to create more homeownership opportunities by removing barriers facing first-time home buyers; elements include cutting the FHA mortgage insurance premium, enforcing fair housing</p>	<p>Program started in 1995. The initiative is ongoing. New program features include encouraging police officers to move into HUD-owned properties in designated areas and allowing use of</p>	<p>More than 2.5 million new homeowners to date. The expansion of homeownership over the last three years is the largest in thirty years. Benefits include lowering costs to purchase homes, making communities safer, and cracking down on racial barriers to</p>	<p>Key costs: President's FY 98 budget includes \$50 million for home ownership zones and \$23 million for housing counseling. No funding has yet been provided for home ownership zones during FY 98 appropriations process. About \$15 million for counseling to be funded</p>	<p>Bipartisan support for home ownership generally. Varying levels of support for Administration's initiative.</p>	<p>Limited.</p>

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	laws, and creating Homeownership Zones.	Section 8 vouchers for home-ownership.	homeownership.	in FY 98 appropriations.		
Expansion of Low-Income Housing Tax Credit (LIHTC)	Consider expansion of LIHTC, a tax credit that encourages the private development of affordable housing for low-income persons.	DPC and NEC will review proposals this fall. Any proposed expansion will need to be considered during the FY 99 budget process.	This tax credit generates \$1.8 billion in private low-income apartment investment annually..	New funds will be necessary on the tax side of the budget, but no estimates are currently available.	In the past, opposition has been led by Chairman Archer of the Ways and Means Committee. Strong support from community groups, financial services industry, and non-profit intermediaries -- like LISC and Habitat for Humanity.	Limited. Hex-Dump Conversion Automated Records Management System
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Electronic Funds Transfer 1999	Issue regulations to encourage mainstream financial institutions to provide access to basic banking services to all Americans	Treasury is required to publish draft regulations in September to implement Electronic Funds Transfer 99, which requires all beneficiaries to receive their government checks electronically. Regulations must	Potential to provide basic banking services to 10 million unbanked Americans.	No new funds necessary.	Banks will oppose regulations if costs of providing services to unbanked are too high or not subsidized. Community groups may oppose regulations on a number of grounds, including excessive fees/costs, requirements to use only certain types of	Limited.

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		be in force by 1999.			institutions, allowing check cashing operations and other "fringe" providers to act as financial intermediaries, etc.	
Reform of public and assisted housing	<p>Continue to carry out commitment to demolish 100,000 units of nation's worst public housing. Reform public housing by: 1) allowing public housing agencies (PHAs) to attract and keep more working families in public and assisted housing while maintaining sufficient help for the poorest families; 2) giving PHAs greater flexibility while ensuring responsible management/ upkeep of the nation's public housing stock.</p> <p>Maintain our commitment to the Section 8 program by: (1) Renewing expiring Section 8 contracts through appropriations; and (2) Reforming current practice of subsidizing above-market rents by restructuring Section 8</p>	<p>Working to enact reforms within the public housing authorization bill currently being considered by Congress. (House passed; Senate bill still awaiting floor action.) Demolition of distressed public housing and development of replacement housing ongoing over next 4 years.</p> <p>House and Senate have passed appropriations bills with provisions to renew Section 8 contracts. A version of mark-to-market (MTM) legislation is included in the</p>	<p>Significant portion of nation's worst public housing will be demolished and replaced with a mix of portable vouchers and new townhouse-style apartments with mixed-income occupants. Flexibility in setting rents can help tenants moving from welfare to work.</p> <p>Renewal of Section 8 contracts protects against displacement of tenants and possible spike in homelessness. Mark-to-market reform would reduce FHA losses and reduce discretionary subsidy costs and defaults.</p>	<p>The FY98 budget request contains \$524 million to revitalize severely distressed public housing--including demolition and replacement costs. The House and Senate appropriations bills have fully funded the Administration's request. Legislative proposal to reform rent rules and provide housing authorities with flexibility do not have large budget impacts.</p> <p>The President's budget contains \$9.2 billion for Section 8 contract renewals affecting 1.8 million units. The House enacted this level; Senate enacted \$8.66 billion. The Administration's</p>	<p>General bipartisan support for rent-setting reforms to promote mixed-income housing, and greater flexibility and accountability for PHAs. Congressional Democrats concerned with possible failure to reserve sufficient housing for poorest families. General bipartisan support for tearing down of dilapidated public housing projects.</p> <p>Bipartisan support to renew expiring Section 8 contracts. Our MTM proposal does not have strong Congressional support and is opposed by owners of private housing projects and some tenant groups</p>	Limited.

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	housing portfolio insured by FHA ("mark-to-market" proposal).	Senate FY 98 VA-HUD bill (see right).		mark-to-market proposal generates \$1.25 billion in savings between FYs 1998-2002.	who prefer the Senate version. A HUD-Senate compromise version may be included in FY 98 VA-HUD appropriations.	
Housing Mobility	Possible new initiative that would combine enforcement and voluntary proposals to promote housing choice.	The DPC and NEC are reviewing for possible inclusion in FY99 budget and announcement in context of race initiative.	Enhance low-income and/or minority families' access to better housing and neighborhoods.	Between \$50-\$100 million in new funding per year.	Some Republicans will oppose certain aspects (e.g., enhanced fair housing testing) on the grounds that these efforts represent unwarranted Federal intrusion into the housing market. Realtors may oppose for similar reasons. Supporters include fair housing and civil rights communities.	Limited. Automated Records Management System Hex-Dump Conversion
Lead Paint Reduction Initiative	Possible new performance-based program for further reducing childhood blood lead levels, especially those of children in large central cities.	The DPC and the NEC are reviewing for possible inclusion in FY99 budget	To reduce children's exposure to lead paint in schools and homes.	Not yet determined.	Children's and public health groups support.	Limited.
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	
Metropolitan	Implement Vice Presidential initiative	Initiative announced in April	Benefits central cities by reducing federal	No new funds currently	Some Republicans oppose because of	Limited, assuming continued Vice

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<p>Cooperation</p>	<p>to promote greater regional cooperation and discourage urban sprawl in general. Special emphasis on Empowerment Zones.</p>	<p>1997. Agencies are currently reviewing policies. Vice President will report on initiative at next White House Community Empowerment Conference, which may be scheduled in February, 1998.</p>	<p>disincentives to urban investment, making "greenfields" less attractive as alternatives, and making the urban and regional economies more competitive. Central city residents in particular would benefit through linkage to greater regional job opportunities. Benefits suburbs, particularly inner-ring suburbs, by pooling resources and providing more efficient expenditures, improving the quality of life, and enhancing the regional economy. Benefits rural communities by preserving vital farmland.</p>	<p>necessary.</p>	<p>perceived federal interference in what is viewed as a local matter. Developers, the real estate industry, and some private rights advocates would be expected to resist.</p> <p>Growing diverse consensus is supporting this initiative -- Mayors, county governments, farmers, environmentalists, and churches.</p> <p>New state legislation in number of states, such as Maryland and Minnesota, have shown the strength of this coalition.</p>	<p>Presidential involvement.</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>
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BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
<p>Welfare to Work Coalition to Sustain</p>	<p>Provide leadership and technical assistance to</p>	<p>Ongoing, with quarterly working</p>	<p>More than 20 national civic groups have joined,</p>	<p>No additional funding required.</p>	<p>Has bipartisan support.</p>	<p>Limited, assuming continued Vice</p>

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[E.G. UNDERCLASS, CITIES, WELFARE REFORM]

Success	civic organizations and religious groups helping former welfare recipients succeed in the work force. Effort led by the Vice President.	conferences between the Vice President and the Coalition (effort launched in May 1997).	representing hundreds of local chapters throughout the country.			Presidential involvement.
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Federal Government Welfare Hiring	Provide leadership, oversight, and assistance to federal agencies hiring welfare recipients. Effort led by the Vice President.	Ongoing, with goal of 10,000 hires by the year 2000 (effort launched in March 1997).	Will help at least 10,000 welfare recipients get jobs in the federal government.	No additional funding required. Requires an intensive outreach effort by agency personnel offices.	House Committee on Government Reform and Oversight conducted a hearing on the initiative in April 1997 and has indicated its interest in continued oversight.	Limited.
Welfare to Work Transportation	Provide funds to help communities provide transportation for people leaving welfare for work.	Seeking authorization in fall of 1997 as part of NEXTEA; would require yearly appropriation (proposal made by the President in his FY 1998 budget).	Will help the 94 percent of welfare recipients who do not own cars; in particular will help those individuals living in rural areas or in cities where most of new jobs are in the suburbs.	Requires \$600 million in new funds over six years (\$100 million a year).	Has support, but most local officials and members of Congress have other transportation priorities.	Limited.
Reward States for Successful Job Placement for Welfare Recipients	Welfare law provides work performance bonuses to states most successful in moving	Will develop bonus system by end of 1997; award bonuses in fiscal	States will have to track success in job placement and retention, tell us how many people leave	No additional funding required -- \$1 billion cost was included in welfare law.	Has strong bipartisan support.	Limited.

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	people into jobs. Formula and criteria to be developed by HHS in consultation with states.	years 1999-2003.	welfare for work.	Will require additional tracking by states.		
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Parental Responsibility	<p>Increase child support collections to over \$20 billion by the year 2000 through strict enforcement of new hire reporting, license revocation, centralized state collections, and streamlined paternity establishment requirements of the new welfare law.</p> <p>Increase involvement of both parents, particularly fathers, in children's lives through grants to states for access and visitation programs (part of new welfare law) and new initiatives to be determined.</p>	<p>Ongoing effort to monitor state compliance with provisions enacted as part of the new welfare reform law and earlier legislation.</p> <p>Develop possible new initiatives in the fall of 1997, perhaps as part of the race initiative.</p>	<p>One in four children live in a single parent household and may need child support enforcement services. Currently, there are about 20 million families in the child support system.</p> <p>Only 68 percent of children live with both parents, a proportion which has declined over time for all ethnic groups. (Currently 75 percent of white children, 62 percent of Hispanic children, and 33 percent of African American children live in two parent households.)</p> <p>Involvement of both</p>	<p>No additional funding required. Implementing the new child support enforcement procedures will require enormous efforts by states, with guidance and oversight from the federal agencies.</p> <p>New initiatives, to be determined, may require additional funding.</p>	<p>Tougher child support enforcement has broad bipartisan support; however, some women's groups advocate a federalized child support system, rather than the current federal-state partnership.</p> <p>While the goal of promoting two parent families is accepted across the political spectrum, there are vastly different views of how to achieve that goal.</p>	<p>Limited.</p> <p>Limited.</p>

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BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Teen Pregnancy Prevention	Reduce the teenage pregnancy rate by one-third by the year 2005 by promoting the efforts of the National Campaign to Prevent Teen Pregnancy, funding community based prevention efforts, developing proposals to reduce statutory rape, and other new initiatives to be determined.	Ongoing.	<p>More than 4 in 10 young women become pregnant before age 20 and 75 percent of teens who give birth do so outside of marriage.</p> <p>Preventing teen pregnancies improves the economic prospects of young people, decreases welfare dependency and child poverty, and reduces the need for abortions.</p>	<p>No additional funds are expected to be required, but ongoing funding of key health and social services programs is essential.</p> <p>The National Campaign is supporting state and local actions, enlisting the help of the media, and ensuring the best research and facts are available.</p>	Political disagreements remain over contraception vs. abstinence based approaches.	Limited.
Tracking the Progress and Implementation of Welfare Reform	<p>Monitor state and local welfare reform efforts and help them solve implementation problems (i.e., whether FICA must be paid for workfare participants).</p> <p>Promote research and evaluation of welfare reform efforts.</p>	Ongoing.	<p>Will help ensure that welfare reform promotes work and protects kids.</p> <p>Provides ideas for possible new initiatives.</p>	<p>No additional research funds are expected to be required but some effort may be necessary to get full appropriation. (About \$40 million a year is needed; \$20 million of that was included as mandatory funds in welfare reform law.)</p>	<p>May help allay concerns about effects of welfare reform.</p> <p>May entail criticizing state and local political allies and praising political opponents.</p>	Limited.
BUILDING	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL	PRESIDENTIAL

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ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
 [E.G. UNDERCLASS, CITIES, WELFARE REFORM]

BLOCKS OF PILLAR					RAMIFICATIONS	TIME COMMITMENT
Return to Work	<p>Increase the number of individuals on SSI or SSDI disability rolls who leave for work by enacting the President's Ticket to Independence proposal which would increase the availability of private rehabilitation services for beneficiaries by rewarding providers who successfully return people to work.</p> <p>In addition, other new initiatives may be developed.</p>	<p>Ongoing effort to enact legislation in the 105th Congress.</p>	<p>Improves economic status of the disabled.</p> <p>May in the long run reduce federal entitlement costs.</p>	<p>No additional funding required -- Ticket to Independence proposal is cost-neutral within the budget window.</p>	<p>Bipartisan interest in the issue. In addition to our proposal, Republican and Democratic Congressional proposals have been offered.</p>	<p>Limited.</p>

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:26-AUG-1997 14:33:13.00

SUBJECT: proposed plan for outreach from IGA on Education Standards

TO: Ananias Blocker III (CN=Ananias Blocker III/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Mickey Ibarra (CN=Mickey Ibarra/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

Seattle--Mayor Norm Rice will call Sen. Murray, and wants to be helpful in other ways. We should think about his calling some members of Black Caucus.

Philadelphia--we will ask Mayor Rendell to call Chaka Fattah, Sen. Spector, Sen. Santorum

Atlanta--Mayor Campbell could be helpful with Black Caucus, and Senator Cleland. Don't know if it's worth his making other calls to the two House members from Georgia on the committee and Sen. Coverdell.

Los Angeles--unknown if Mayor Riordan will weigh in on this, but will make the call to him.

Long Beach--Mayor O'Neill is a very enthusiastic supporter, and we'll ask her to call her two Senators and other California members you all decide.

Fresno--Mayor Jim Patterson--need to scope him out.

Omaha--Mayor Hal Daub is a former Republican Congressman, and it's not certain what his level of commitment is on standards, but we'll call him and ask him to talk to his Senators.

Houston--Mayor Lanier will be asked to call both Senators.

San Antonio--Mayor Howard Peak will be asked to call Senators.

El Paso--Mayor Carlos Ramirez--depending on where he is on the standards, he could be extremely helpful with Hispanic Caucus.

Detroit and Michigan--Since we have both the city and the state, we are asking Governor Engler to reach out to Senator Abraham and to the three Republican House committee members. We should think of additional ways to involve Mayor Archer. We will ask him to call Abraham as well, but he could be very helpful with the Caucus, and Dale Kildee.

Cincinnati--We will ask Mayor Qualls to talk to both Sens. Dewine and Glenn.

Chicago--We will ask the Mayor to call Sens. Moseley-Braun and Durbin. It might also be worth asking him to call John Porter.

Broward County Florida--We are calling the Chair of the County Commission, as well as the mayors of Hollywood and Fort Lauderdale. We'll ask them to call the Senators.

New York City--we need to think through how we approach the mayor (if we do) and what we ask him to do. We believe him to be supportive of the standards.

States:

Michigan--see above

North Carolina--we are asking Gov. Hunt to talk to Cong. Ballenger.

West Virginia--We'll ask the Governor to call his Senators

Kentucky--We'll ask the Governor to call his Senators.1

Delaware--We'll ask Gov. Carper to call Cong. Castle.

Indiana--Gov. O'Bannon has expressed interest in the standards. If he is on board with us, we will ask him to talk to Roemer, Souder and McIntosh.

Maryland and Massachusetts--we can ask Govs. to talk to Sens., but will hold on this for now.

In addition, Mickey will call Hispanic members of the Committee--he has already talked to Becerra, who is definitely opposed to the tests.

Lynn can call Lynn Woolsey, Dennis Kucinich, Patsy Mink, Dale Kildee, George Miller, and, if needed, Don Payne and Harold Ford, Jr.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jennifer M. Palmieri (CN=Jennifer M. Palmieri/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:26-AUG-1997 10:03:17.00

SUBJECT: Congress

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: John Podesta (CN=John Podesta/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

FYI, I confirmed with Leg Affairs that the Senate returns on 9/2 and the House returns on 9/3.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Fred Duval (CN=Fred Duval/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:26-AUG-1997 11:02:53.00

SUBJECT:

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Gov Chiles wants to talk to the President about the Florida tobacco settlement. He is speaking with Shalala today. OK with you if I prepare call sheet for Betty Currie?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:26-AUG-1997 14:33:27.00

SUBJECT: Upcoming disability meeting with POTUS (including adapt)

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Sarah A. Bianchi (CN=Sarah A. Bianchi/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Attached FYI is Bill White's first cut at what the September 10 meeting with the President and the disability community would look like. This is the meeting that was once thought of as the "ADAPT meeting" but public liaison is broadening to disability issues generally. I am trying to get us ready to have something constructive to say on personal assistance services (ADAPT's issue). Wish me luck.

To broaden the agenda, Bill has added 3 topics: the ADA, IDEA, and health care. On the first two, I assume this would amount to us agreeing with each other that these are critical civil rights laws, and congratulating each other on our support of them. But I need to make sure that's all that would happen. On health, I leave it to Chris and Bill to figure out what they have in mind -- not clear to me, though.

I also told Bill that we might consider adding employment to the agenda, since we have actually done something on this lately (the "ticket" proposal now pending and the Medicaid option enacted in reconciliation), even though it's not everything the community wants, and it seems unlikely our executive order would be ready.

SSI kids has also wandered onto the agenda so we have to be ready on that.

Other reactions?

PROPOSED SEQUENCE OF EVENTS

o The President will enter the Roosevelt Room, walk around the room and greet the participants. The President take his seat in the middle of the table.

o The President will make opening remarks.

o The President will turn to Justin Dart, who will make remarks and outline the issues to be discussed:

1. The Americans with Disabilities Act (ADA).
2. The Individuals with Disabilities Act (IDEA).
3. Personal Assistant Services (our favorite!).
4. Health Care.

o Justin will then moderate the issue discussion, calling upon 2-3 people to make presentations on each topic.

- o The President will make remarks (from prepared talking points) after each topic is presented.
- o After the discussion, Justin will thank the President.
- o The President will make closing remarks and depart.

PROPOSED PARTICIPANTS

(NOTE: I've consulted with Tony Coelho, Justin, Fred Fay, Becky, Diana Fortuna and some of the appointees regarding advice on the attached lists. I still need to talk to Marca Bristo, who is on vacation. I've tried to make sure we have reps from all parts of the disability community including: blind, deaf, parents, civil rights, independent living movement, physical and mental disabilities, and youth. I also have two slots for our friends from ADAPT. There is one person of color. Six women, eight men. Needless to say, the phone is ringing off the hook with people who MUST be at the meeting.)

The Honorable Tony L. Coelho
Coelho Associates
New York, New York

Original House sponsor of the Americans with Disabilities Act (ADA), the landmark civil rights legislation for people with disabilities. Probably the closest advisor to the President on disability issues. Person with epilepsy.

Mr. Justin Dart
Justice for All
Washington, DC

The statesman of the disability rights movement. Five previous Presidential appointments in the area of disability policy. Pioneer of ADA. Wheelchair user. Topic: Will act as moderator and provide opening remarks that will get meeting started properly.

Dr. Frederick A. Fay
Concord, Massachusetts

Pioneer of disability rights movement. Has reverential respect of entire disability community. Operates largest disability community computer network. Person with severe physical disability. (Via speaker phone.) Topic: The ADA and FDR Memorial.

Mr. Paul Marchand
Chairperson of Consortium of Citizens with Disabilities (CCD)
Washington, DC

Unifier. Profoundly respected within the community. Decades as leading Washington advocate. Chair of CCD, an umbrella organization representing 125 disability organizations. Director of government affairs for the ARC, formerly known as the Association for Retarded Children. Topic: SSI kids.

Ms. Gina McDonald
President - National Council of Independent Living
Salina, Kansas

Executive Director of Kansas Association for Independent Living.

Presidentially appointed member of the National Council on Disability.
Widely respected. Hearing disability. Topic: Personal Assistant Services.

Ms. Becky L. Ogle
Justice for All
Bethesda, Maryland

One of the best grassroots disability rights organizers in the country.
National advocate for the President's health care program in 1994.
Wheelchair user. Topic: Health Care.

Mr. Mike Oxford
ADAPT of Kansas
Topeka, Kansas

Executive Director of the Topeka Independent Living Resource Center.
National leader of ADAPT. Physical disability. Topic: Personal Assistant
Services.

Mr. Bob Kafka
ADAPT (Americans Disabled for Attendant Programs Today)
Austin, Texas

National leader/strategist of ADAPT. Adamant advocate for publicly funded
personal care assistance that will allow people with disabilities to get
out of nursing homes and participate in their communities. Has been
arrested 30-40 times demonstrating for disability rights. Wheelchair
user. Topic: Personal Assistant Services.

Ms. Nancy J. Diehl
Director - Parent Training & Information Center in Tennessee
Greenville, Tennessee

Parent of a child with a disability. One of the nation's most articulate
and respected parent advocates. Topic: IDEA.

Mr. Paul Edwards
President - American Council of the Blind
Miami, Florida

Person with blindness. One of the nation's leading advocates for the
blind. Topic: ADA.

Ms. Debbie Robinson
Treasurer - Speaking for Ourselves
Plymouth Meeting, Pennsylvania

National leader of people first movement for the rights of people labeled
mentally retarded. Articulate. Presidentialy appointed member of the
National Council on Disability. African-American. Person with mental
retardation. Topic: ADA

Mr. John Harper
Student
Jacksonville, Illinois

Youth leader, 15 years old. Person with deafness. Frequent spokesperson
for the National Association of the Deaf. Topic: IDEA

Ms. Judy Heumann

Assistant Secretary for Special Education and Rehabilitation Services -
Department of Education
Washington, DC

One of the President's highest-ranking appointee with a disability.
Founder of the independent living movement. Point person on the recent
Reauthorization of the Individuals with Disabilities Education Act
(IDEA). Wheelchair user.

Ms. Marca Bristo
Chairperson - National Council on Disability
Chicago, Illinois

Pioneer of the independent and disability rights movement. Presidential
appointee. President of Access Living of Metropolitan Chicago.
Wheelchair user.

EDUCATION PILLAR (NEC)						
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
1. Education Standards and Reform (including America Reads)	[See DPC document]					
2. Universal access to quality pre-school	Through expansion and improvement of Head Start, Child Care block grant, and tax provisions ensure that all families in America have access to at least two years of quality pre-school care.	Two years: October 1997 or State-of-the-Union announcement, push for enactment by Summer 1999.	Results in more children starting school ready-to-learn, reducing the need for remediation. Mainly helps low-and middle-income families who are using low-quality care or are returning to work under welfare reform.	Billions of dollars, conflict between quality and capacity. (Funds are needed for training and other program improvements, but these investments do not expand the number if slots available).	Head Start has bipartisan support. Concept attractive to both parties.	Significant
3. Educational technology: (a) new initiatives	1. Ensure every new teacher knows how to use technology, or one "master" teacher per school 2. High visibility content online 3. R&D on evaluation, educational software	2000	Teacher training critical to success of initiative Need R&D to improve state of the art of software, and conduct evaluation on impact of technology on student performance	Currently, over 30 states require teacher training as part of certification process. Goal of "every new teacher" by 2000 is achievable with modest funding, campaign to get additional states on board. Need to fund additional R&D on evaluation, improving state-of-the-art on educational software. Could start out with roughly \$100 - \$200 million. A large Smithsonian Museum	Popular	Significant [???

EDUCATION PILLAR (NEC)

				online project could be done for \$5 million/year.		
(b) Current initiative	<ol style="list-style-type: none"> 1. Connect every classroom to Internet by 2000 2. Train teachers 3. Computers 4. Educational software 	By "dawn of the new century"	<p>Improves student performance by making learning more exciting, hands-on</p> <p>Prepares students for workplace of 21st century</p> <p>Increases parental involvement</p>	<p>President's budget has \$2 billion Technology Literacy Challenge Fund over next 5 years</p> <p>Universal Service Fund has up to \$2.25 billion/year for schools and libraries for connectivity</p> <p>Current funding is adequate for goal of connecting every classroom to Internet unless Universal Service Fund tied up in courts</p> <p>Won't reach goals on computers - which is 1 multimedia computer per 5 students -- without substantial match from private sector, state, local government</p>	Very popular. Potential for elite media backlash unless you can demonstrate results	Automated Records Management System Hex-Dump Conversion
4. College Access and Retention	<ol style="list-style-type: none"> 1. National Information Campaign about financial aid and education tax credits. Possible "guarantee" of aid to poor 2. New initiative to promote interventions at high poverty middle and 	<p>January to September 1998</p> <p>September 1997 to enactment in 1998</p>	<p>Anyone interested in higher education; especially low-income and minority communities. Also could be aimed at workers who may want or need to upgrade skills.</p> <p>Children and families in high-poverty areas.</p>	<p>Modest cost for pamphlets, PSAs, conferences, and bully pulpit activity.</p> <p>\$200 to \$400 million in FY 1999 (including use of existing loan fund)</p>	<p>Everyone wants to take credit (they might even want to take part in the information campaign); no one should object.</p> <p>Constituency groups would tend to be supportive, but use of Perkins</p>	

EDUCATION PILLAR (NEC)						
	high schools. 3. Restore Pell Grant's buying power through increase of \$1,000 (\$4,000 maximum grant).	September 1997 to enactment in 1998	Helps promote college attendance and retention by low-income individuals. (This population will not benefit significantly from the HOPE and Lifetime Learning Credits because they do not have sufficient tax liability).	Would cost \$3-4 billion/year or more.	would bring some opposition. Higher education groups would support. Pundits and el-sec group would point to need for greater resources at the el-sec level to better prepare kids for college.	
5. Reducing Hispanic drop-out rate	Combine a major new initiative (such as universal pre-school, middle-school mentoring, or family literacy) with an action plan that includes improvements to a number of Federal programs.	Activities could start this fall. Multi-year effort will be required.	Reducing the dropout rate will allow more Hispanics to enjoy the benefits of the return to education, and improve overall Hispanic economic performance.	Varies depending on extent of effort.	Major effort would be extremely popular with Hispanic caucus. Some elements could prove controversial with other groups.	Limited
6. Family Literacy	1. Parents-as-First-Teachers: part of America Reads 2. Dramatic expansion of programs that	Sept. '97 appropriations; launch by late 1998 FY 99 Budget Proposal.	Families who want to know how to help their children be ready for school. Focus is on low-income areas. Families with low literacy skills, no high school diploma, and/or limited-English proficiency. These programs	*In current budget for America Reads, though details not yet secured in FY 1998 Budget. Doubling funding of Adult Basic Education and Even Start would cost additional \$450 million/year.	Bipartisan support, but some right-wing opposition. Bipartisan support.	Limited Significant

EDUCATION PILLAR (NEC)						
	promote whole families that can read and write English well and parents have high school diplomas.		are used heavily by Hispanic community. (Children's skills are closely related to their parents' skills).			
7. School Construction	[See DPC document]					
8. Job Training and Workers in Transition	1. GI Bill for America's Workers. Current initiative to reform and consolidate federal job training, adult ed and voc ed programs. Promote One Stop Career Centers. Empower individuals with Skill Grants	House passed legislation consistent with POTUS's principles. Senate expected to mark up legislation in Senate.	Dislocated workers, students in adult and voc ed programs will be served by a more efficient system with more accountability and individual choice.	Already in budget. Likely to continue moving in Congress, 50% chance of Senate passage this year, final passage likely next year.	Bipartisan. In September there may be an opportunity for the President to laud the bipartisan effort led by Senators Jeffords, DeWine, Kennedy and Wellstone.	Limited
	2. Expand availability of unemployment insurance to ease dislocations and stabilize the economy. Currently, only 35% of unemployed workers get UI benefits, down from @ 50% in	Requires legislation. Could be proposed in FY99 Budget.	Depends on the specific reforms adopted. Range is from 130,000 part-time workers to 680,000 part-time and low-wage workers.	Cost range: \$400 million/yr to 1.8 billion/yr depending on the package of reforms. Source: State UI trust funds. Some states might initially absorb additional beneficiaries without raising tax rates.	Difficult, but would have strong constituency support <i>and</i> validation from the bipartisan Advisory Council on Unemployment Compensation and mainstream economists. The time to act is now because state UI	Limited.

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EDUCATION PILLAR (NEC)

	'50s.				trust funds are in surplus.	
	3. Improve support of dislocated workers.	Requires legislation.	Dislocated workers who can't find another job. Take up rates and eligibility screens would vary with the design of the program. Estimates of participation range from about 250,000 to 750,000.	\$200 million/year to \$2.6 billion depending on the package. (More Training for Dislocated Workers: \$800 million/yr.; Pell Grants for Dislocated Workers: estimates range from \$200 million/yr to \$1 billion/yr.; Pell/Training & Income Support: \$2.6 billion/yr.)	Democrats are generally supportive, but low unemployment may reduce pressure for more training opportunities.	Limited
9. School-to-Work	[See DPC document]					

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: John Podesta (CN=John Podesta/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:26-AUG-1997 08:13:21.00

SUBJECT: Re: secret service unionization

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Christa Robinson (CN=Christa Robinson/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Michelle Crisci (CN=Michelle Crisci/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

I think this is the right way to proceed, but would like Erskine's view.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:26-AUG-1997 12:37:02.00

SUBJECT: Pillars and consumers

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Mary L. Smith (CN=Mary L. Smith/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

I should have thought of this earlier, but maybe there will be another stage of this pillars process--is it worth adding a consumerism category to the pillars? Something like "Protecting Consumers in the New Economy." Among the options would be consolidating government consumer 800 numbers into one line, background checks on nursing home employees, privacy, food safety, managed care (I think it is in there), debit cards, maybe alcohol awareness as a successor to tobacco.

The only others I see we could do are native Americans (we have a memo for you in new issues), hate crimes (a new US attorney task force could be ready to announce at the conference), and various violence against women initiatives...

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:26-AUG-1997 20:32:14.00

SUBJECT: child care handbook

TO: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Mary L. Smith (CN=Mary L. Smith/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

fyi. Leslie Bryne mentioned that she would need to know soon to get something like the consumer child care handbook ready in time for the conference. I thought it looked like a good idea, just getting the agencies to come up with money for it might be a problem. Yes?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jonathan H. Schnur (CN=Jonathan H. Schnur/O=OVP [UNKNOWN])

CREATION DATE/TIME:26-AUG-1997 19:24:57.00

SUBJECT: Standards mtg Wed a.m.

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: William R. Kincaid (CN=William R. Kincaid/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Is this meeting going to take place? Do you know where and at what time?

Thanks!

-- Jon Schnur (6-5567)

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Thomas Freedman to Richard Socarides et al. re: Mary Smith's Birthday (1 page)	08/26/1997	Personal Misfile

COLLECTION:

Clinton Presidential Records
Automated Records Management System [Email]
OPD ([Kagan])
OA/Box Number: 250000

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[08/26/1997] [1]

2009-1006-F
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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

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RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
National Standards and Tests	<p>Persuade 30-40+ states and 30-40+ major cities to sign up for national tests in 4th grade reading and 8th grade math by 1999.</p> <p>Enact legislation establishing independent governing board (NAGB) for tests.</p> <p>Pilot tests in 1998 and make ready for nationwide use in Spring 1999.</p> <p>Launch National Partnerships for improving reading and math achievement .</p> <p>Support, through Goals 2000 and the IASA, all States in developing common academic standards for their students.</p>	<p>April 1999</p> <p>Sept 1998</p> <p>April 1999</p> <p>Feb 1998</p> <p>Ongoing</p>	<p>Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students.</p> <p>Helps states and school districts hold schools accountable for performance.</p>	<p>No new budget authority needed.</p> <p>National tests will cost \$16 million per year to develop and \$100 million per year to administer. Congress to consider an amendment this month to deny authority to spend any funds for these purposes.</p> <p>\$620 million requested for Goals 2000 in FY 98 budget. Committees have appropriated less.</p> <p>Prospects for long-term success in most states are good but will require us to build and sustain broad nationwide support, and continue with aggressive efforts to address any local barriers to participation.</p> <p>Must prevent any legislation delaying test development.</p>	<p>Has potential for bipartisan and business support, although has attracted outspoken critics.</p> <p>Will require intensive public campaign to forge bipartisan congressional support.</p> <p>Will require hard work to maintain support within the minority community.</p>	<p>Significant</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>

EDUCATION PILLAR

<p>School Reform: Urban Education Initiative</p>	<p>Promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do.</p> <p>Possibly require Title I schools to adopt no-social-promotions and other reform policies.</p>	<p>Legislation by end of 1998.</p> <p>Program duration: 5 years</p>	<p>Reconstitute low performing schools using proven school improvement models.</p> <p>Improve use of resources by urban school systems and provide more choice for parents.</p> <p>Restore public confidence in urban public school systems.</p>	<p>Requires new legislation and budget authority</p> <p>Approximately \$320 million per year for competitive grant program for 10-15 districts ("education empowerment zones") to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish this objective.</p>	<p>May be difficult to secure Congressional support -- suburban/rural members, voucher supporters and liberals against high stakes testing may oppose.</p>	<p>Significant</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>
<p>School Reform: Public School Choice</p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today).</p> <p>Increase the number of states with charter legislation to 35.</p>	<p>2001</p> <p>1998</p>	<p>Provides parents with options; increases accountability.</p> <p>Stimulates improvement of all schools.</p> <p>Offers intervention strategy for low performing schools.</p> <p>Increases public awareness of choices available within the public school system;</p>	<p>No new budget authority needed.</p> <p>Administration's request for \$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools. Committees have appropriated less.</p> <p>Success depends on challenging state legislatures.</p>	<p>Has strong bipartisan support. Counter to Republican voucher proposals and Coverdell Amendment.</p> <p>Some in education organizations and minority</p>	<p>Significant</p>

EDUCATION PILLAR

			decreases calls for vouchers.		community are wary or opposed.	
School Reform: Training Good Teachers and Removing Bad Teachers	Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools.	Legislation by end of 1998. Program: 5 years	Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers. Provide models and support to strengthen teacher preparation programs.	New legislation and budget authority required. \$350 million over five years to support proposed Title V of Higher Education Act for recruiting teachers to high-poverty areas and strengthening teacher preparation.	Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.	Limited. President has already announced.
	Enable 100,000 teachers to seek national certification as master teachers.	9 years	Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development.	No new budget authority needed. Administration has requested \$105 million over five years to develop content area assessments and provide access to certification process for 100,000 teachers.		Limited
	Increase the number of states/districts with programs to remove incompetent teachers.	Host roundtable discussion on effective local efforts in Fall 1997.	Facilitate the removal of incompetent teachers from the classroom and increase public confidence in public schools.	No cost	Strong public support for getting tough on incompetent teachers and increasing support from teacher organizations.	Limited
America Reads: Tutoring for students who are	Launch national campaign to ensure that all children can	Major launch in summer	Helps children in communities with low reading levels, especially low income	Education Dept. Funds for 1998 included in Budget Agreement, although appropriators are	Strong positive public reaction. However, support	Limited, but President should do a couple of events to

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EDUCATION PILLAR

<p>behind, and related efforts</p>	<p>read well and independently by age 8.</p> <p>After school tutors are a primary component; Congress is also pressing for a teacher re-training effort.</p>	<p>1998.</p> <p>Negotiations next month over appropriations are critical.</p>	<p>children.</p>	<p>balking.</p> <p>Needed increase for National Service is much more difficult to achieve.</p>	<p>in Congress and from constituency groups is sparse.</p>	<p>launch program.</p>
<p>School Construction</p>	<p>Provide up to 50% interest subsidy for new school construction and renovation.</p>	<p>4 years</p>	<p>Increase the amount of school construction by 25%.</p> <p>Target subsidy to urban and high-poverty districts that have the most significant needs.</p> <p>One-third of all schools facing extensive repair or replacement.</p> <p>New schools needed to address overcrowding caused by record enrollments.</p>	<p>New budget commitment necessary.</p> <p>\$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states.</p> <p>State grants ensure that rural and suburban schools will also receive interest subsidies.</p> <p>Record enrollment this fall ensures that overcrowding will continue to be an issue of great concern.</p>	<p>Strongly supported by urban constituencies.</p> <p>Growing public recognition of problem, and some potential for bipartisan support, although many Republicans vocally oppose.</p> <p>Description of initiative is based on legislation introduced last term; other policy options should be considered in order to increase chances for enactment.</p>	<p>Limited</p> <p style="text-align: center;">Automated Records Management System Hex-Dump Conversion</p>

EDUCATION PILLAR

<p>After School Learning Centers / Community Schools</p>	<p>See also Child Care Pillar.</p> <p>Current proposal would expand schools' capacity to address education needs by creating 500-1000 new after-school programs.</p> <p>Further expansions to be included in child care proposal.</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 p.m.</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring.</p> <p>Provides parents with safe, educational programs for children during working hours.</p>	<p>No new budget authority needed.</p> <p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but Senate committee appropriated only \$1 million.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education and childcare need.</p>	<p>Limited</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Automated Records Management System Hex-Dump Conversion</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems.</p>	<p>Ongoing</p>	<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.</p>	<p>No new budget authority needed.</p> <p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>	<p>Limited</p>
<p>Safe and Drug-Free Schools</p>	<p>Improve implementation of proposal by ensuring that federal funds support the most effective investments in safety and substance abuse prevention.</p>	<p>Ongoing</p>	<p>Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs.</p> <p>Will provide more models of programs that work for kids.</p>	<p>Department of Education reviewing options, including new legislation, for overhauling existing program. No additional budget impact is expected.</p>	<p>Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and</p>	<p>Limited</p>

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Daniel D. Heath (CN=Daniel D. Heath/OU=OMB/O=EOP [OMB])

CREATION DATE/TIME:26-AUG-1997 18:00:44.00

SUBJECT: Food Safety Plan

TO: Ronald K. Peterson (CN=Ronald K. Peterson/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Donald R. Arbuckle (CN=Donald R. Arbuckle/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Donald H. Gips (CN=Donald H. Gips/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Phillip Caplan (CN=Phillip Caplan/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jerold R. Mande (CN=Jerold R. Mande/OU=OSTP/O=EOP @ EOP [OSTP])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Alison C. Perkins (CN=Alison C. Perkins/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: K. Lisa Grove (CN=K. Lisa Grove/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Toby Donenfeld (CN=Toby Donenfeld/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Barbara D. Woolley (CN=Barbara D. Woolley/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Alecia Ward (CN=Alecia Ward/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Mark A. Weatherly (CN=Mark A. Weatherly/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: T J. Glauthier (CN=T J. Glauthier/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Jim R. Esquea (CN=Jim R. Esquea/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: Adrienne C. Erbach (CN=Adrienne C. Erbach/OU=OMB/O=EOP @ EOP [OMB])

READ:UNKNOWN

CC: Ronald M. Cogswell (CN=Ronald M. Cogswell/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

CC: G. E. DeSeve (CN=G. E. DeSeve/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TEXT:

OMB is working with USDA to generate a planning response to the recent Hudson Foods meat recall. Within the next two days we expect to have draft legislation circulated to you for comments through OMB's standard LRD process.

At this point, Secretary Glickman favors a simple request for increased authority for dealing with tainted food crises, including recalls and levying of civil penalties. Other suggestions for a comprehensive Administration plan include a broader pathogen reduction approach, such as the Administration proposed in 1994, and increased authorities for FDA as well as USDA. If you have thoughts about the strategy or coordination of the Administration's response to the food safety issues raised by the recent events, please feel free to discuss them with TJ Glauthier at OMB (x54561). Comments on the legislation proper should be directed to LRD.

Please let me know of any others who should be included in these reviews.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:26-AUG-1997 20:03:43.00

SUBJECT: Daily Report Item for Wednesday

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Elisabeth Stock (CN=Elisabeth Stock/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])

READ:UNKNOWN

TEXT:

Stories are very likely to appear in Thursday's papers of a new MDRC study of Minnesota's welfare to work program. Attached above is a daily item I think should go in the Wednesday report -- the findings are interesting, and MDRC studies always make news, particularly on slow news days. Elizabeth Stock drafted this using the MDRC press release, executive summary, and a memo Olivia and Pat Ruggles sent to Secretary Shalala. Elizabeth's in the office Wednesday if you have questions (6-7871); Diana, I've also left copies of the materials for you. Attached below are some q&as describing the report.

===== ATTACHMENT 1 =====

ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D58]MAIL40364283H.216 to ASCII,
The following is a HEX DUMP:

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131EBC6D86694F33A67817FE7B66E8B310671F2BFACEEC9BCD8FA2329D9CEC3FC8685EBB74D3EE

Daily Report
Cynthia Rice/Elizabeth Stock
8/27/97

Automated Records Management System
Hex-Dump Conversion

On Thursday, the Manpower Demonstration Research Corporation (MDRC) will release a study showing Minnesota's Family Investment Program (MFIP) has both increased employment and reduced poverty among long-term welfare recipients. This welfare reform program was one of the first to provide both financial incentives to work and mandatory participation in employment-related activities. This combination appears to be a winning one: the program increased employment from 38 to 52 percent and reduced poverty from 60 to 44 percent over an 18 month period. However, because participants were able to earn more and still receive benefits, MFIP increased the duration of welfare receipt for some participants, and increased welfare spending by 8 percent.

Past studies have shown that mandatory employment-focused programs have often increased employment but not reduced poverty in the short run, while programs that let families keep more of their welfare benefits while working made families financially better off but did not produce big increases in employment. MFIP, by combining work requirements with incentives, has succeeded on both fronts. Minnesota, which started MFIP as a 7 county demonstration project under the Bush Administration and expanded it to 8 counties under a 1996 Clinton Administration waiver, has now adopted a modified version of the program statewide under TANF.

Summary
Manpower Demonstration Research Corporation Study
on Minnesota Family Investment Program (MFIP)
8/26/97

On Thursday, the Manpower Demonstration Research Corporation (MDRC) will release a study showing Minnesota's Family Investment Program (MFIP) has both increased employment and reduced poverty among long-term welfare recipients. This welfare reform program was one of the first to provide both financial incentives to work and mandatory participation in employment-related activities. This combination appears to be a winning one: the program increased employment from 38 to 52 percent and reduced poverty from 60 to 44 percent over an 18 month period. However, because participants were able to earn more and still receive benefits, MFIP increased the duration of welfare receipt for some participants, and increased welfare spending by 8 percent.

Past studies have shown that mandatory employment-focused programs have often increased employment but not reduced poverty in the short run, while programs that let families keep more of their welfare benefits while working made families financially better off but did not produce big increases in employment. MFIP, by combining work requirements with incentives, has succeeded on both fronts. Minnesota, which started MFIP as a 7 county demonstration project under the Bush Administration and expanded it to 8 counties under a 1996 Clinton Administration waiver, has now adopted a modified version of the program statewide under TANF.

Automated Records Management System
Hex-Dump Conversion

Questions and Answers
Manpower Demonstration Research Corporation Study
on Minnesota Family Investment Program (MFIP)

*Automated Records Management System
Hex-Dump Conversion*

Question: What are the principal attributes of the MFIP program?

Answer: There are three principal attributes of the MFIP program. First, MFIP provides recipients with enhanced financial incentives to encourage work. Recipients continue to receive some MFIP benefits until their income is 40 percent above the poverty line. Second, MFIP requires long-term recipients to participate in mandatory employment and training services. This requirement is for single parents who have received welfare for 24 of the past 36 months and who are working fewer than 30 hours per week. Third, MFIP consolidates AFDC, Food Stamps, and the State's Family General Assistance into one cash grant.

Question: What are the principal findings of the MDRC study on MFIP?

Answer: MFIP has produced some of the largest employment effects for long-term recipients that MDRC has seen in a welfare-to-work program, and has helped a proportion of families leave poverty. At the end of the 18-month follow-up period, MFIP increased employment by almost 40 percent: 52 percent of these recipients were working compared with 38 percent of their counterparts in the traditional AFDC program. MFIP also reduced poverty by more than 25 percent: 44 percent of the MFIP families had income below the poverty line, compared with 60 percent of the families in AFDC.

Question: How long has MFIP been operational and which agency is responsible for running it?

Answer: The Minnesota Department of Human Services has been operating the MFIP since April 1994, under waivers granted under the Bush Administration and expanded under the Clinton Administration.

Question: Where does MFIP operate?

Answer: MFIP has been operating in the three urban counties of Hennepin (which includes Minneapolis), Anoka, and Dakota, and the four rural counties of Mille Lacs, Morrison, Sherburne, and Todd. In May 1996, HHS approved a waiver to expand MFIP to Ramsey County. The Ramsey county program was not part of the MDRC study, however.

Question: Is Minnesota planning on building upon the success of MFIP?

Answer: Yes, Minnesota has adopted a modified version of MFIP as its statewide policy under TANF. Minnesota will reduce the income level at which working recipients become ineligible for welfare from 40 percent to 20 percent above the poverty line. This change should reduce the short-run costs of implementing the MFIP model statewide and reduce the duration of welfare receipt for some participants.

Question: Was Minnesota able to achieve these results without an increase in welfare spending?

Answer: No. MFIP increased welfare spending over the 18-month period by 8 percent, and increased the duration of welfare receipt for some participants, because working recipients were able to earn more and still be eligible for MFIP benefits. The Minnesota Department of Human Services is willing to make this investment because it believes that it will help families achieve permanent self-sufficiency.

Question: Will MDRC continue to study the MFIP program?

Answer: Yes. MDRC will produce a final MFIP evaluation report in 1999. This final report will examine the program's longer-term impacts, including child outcomes as well as financial measures.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jonathan H. Schnur (CN=Jonathan H. Schnur/O=OVP [UNKNOWN])

CREATION DATE/TIME:26-AUG-1997 10:13:01.00

SUBJECT: VP event for next week

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: William R. Kincaid (CN=William R. Kincaid/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Michael Cohen (CN=Michael Cohen/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

I checked with Ron about a VP event on the national tests next week. He would like to see if the VP could do a national standards event on Thursday, September 4, rather than Wednesday the 3rd. This is mostly because the VP is already doing a "message" event on welfare-to-work Wednesday.

We will discuss it further later in the day, but I wanted to check and see what you all thought -- given potential floor votes, etc. -- of the Thursday option.

Also...yesterday, someone raised the benefits of including business leaders and educators in the CEO national test endorsement event last fall. Do you think we should broaden any conference call/event next week to include educators (e.g. superintendents, teachers, teacher unions) as well as the CEOs?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Andrew J. Mayock (CN=Andrew J. Mayock/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:26-AUG-1997 13:32:41.00

SUBJECT: Strategic Planning Memos

TO: Jacob J. Lew (CN=Jacob J. Lew/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Gene B. Sperling (CN=Gene B. Sperling/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Sidney Blumenthal (CN=Sidney Blumenthal/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Donald H. Gips (CN=Donald H. Gips/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Rahm I. Emanuel (CN=Rahm I. Emanuel/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Janet L. Yellen (CN=Janet L. Yellen/OU=CEA/O=EOP @ EOP [CEA])
READ:UNKNOWN

TO: Franklin D. Raines (CN=Franklin D. Raines/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Douglas B. Sosnik (CN=Douglas B. Sosnik/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Michael Waldman (CN=Michael Waldman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Kathleen A. McGinty (CN=Kathleen A. McGinty/OU=CEQ/O=EOP @ EOP [CEQ])
READ:UNKNOWN

TO: John H. Gibbons (CN=John H. Gibbons/OU=OSTP/O=EOP @ EOP [OSTP])
READ:UNKNOWN

TO: Ron Klain (CN=Ron Klain/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Michelle Crisci (CN=Michelle Crisci/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Laura K. Capps (CN=Laura K. Capps/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Holly L. Gwin (CN=Holly L. Gwin/OU=OSTP/O=EOP @ EOP [OSTP])
READ:UNKNOWN

CC: Katharine Button (CN=Katharine Button/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Debbie B Bengtson (CN=Debbie B Bengtson/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

CC: Russell W. Horwitz (CN=Russell W. Horwitz/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Ruby Shamir (CN=Ruby Shamir/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Shelley N. Fidler (CN=Shelley N. Fidler/OU=CEQ/O=EOP @ EOP [CEQ])
READ:UNKNOWN

CC: Jonathan A. Kaplan (CN=Jonathan A. Kaplan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Robert S. Kapla (CN=Robert S. Kapla/OU=CEQ/O=EOP @ EOP [CEQ])
READ:UNKNOWN

CC: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Melissa Green (CN=Melissa Green/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

Regarding your memos that prioritize the pillars and describe the reasons for your prioritization, please send a signed hard copy and e-mail a soft copy to me.

The hard copy is for Erskine, Sylvia and John.

The soft copy will allow your memos to be merged into one document for dissemination among the strategic planning team.

Thanks.