

NLWJC - KAGAN

EMAILS RECEIVED

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[11/23/1998 - 11/25/1998]

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Christopher Edley Jr. to Elena Kagan re: News (2 pages)	11/23/1998	Personal Misfile

COLLECTION:

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

FOLDER TITLE:

[11/23/1998-11/25/1998]

2009-1006-F

bm70

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]

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 13:06:45.00

SUBJECT: Interagency Plan on Native American education

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

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

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

TEXT:

I will be sending you a draft of the Interagency Plan on Native American education that was required as the result of the President's executive order on Native American education. The plan recommends two initiatives to meet the goals of the order: (1) 1000 new Native American teachers for the Native American community and (2) continued support for funding for Bureau of Indian Affairs (BIA) school construction and repair.

We still need to do some minor editing on this draft and vet it through Interior and Education. However, the agencies plan on sending this to the President later this week or sometime next week. Let me know if you have any comments on the draft. Thanks, Mary

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 23-NOV-1998 12:49:21.00

SUBJECT: 2:30 NEC Deputies Meeting on Adult Ed

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

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

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

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

TEXT:

According to Ceci Rouse, Treasury will not be attending so there will not be an opportunity to discuss the outstanding policy issue on employer tax credits vs. grants to subsidize workplace education. Also, Gene is apparently leaning toward rolling the \$50 M "Jump Start for Literacy" initiative to improve quality of adult ed teaching within the basic block grant -- as Cynthia's notes on your meeting memo indicate, we would concur.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Phillip Caplan (CN=Phillip Caplan/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:23-NOV-1998 09:18:15.00

SUBJECT: NBAC Letter

TO: Jeffrey M. Smith (CN=Jeffrey M. Smith/OU=OSTP/O=EOP @ EOP [OSTP])
READ:UNKNOWN

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

TO: Neal Lane (CN=Neal Lane/OU=OSTP/O=EOP @ EOP [OSTP])
READ:UNKNOWN

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

TEXT:

I have a copy of NBAC's letter to the President. I think he should probably see it and have it explained.

Therefore, might I suggest that you do a joint DPC/OSTP short cover note to go on top of the letter. Could I get maybe get it by the end of the day? Thanks.

If you think this is not the way to go, let me know.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 15:10:43.00

SUBJECT: ESEA item for weekly

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

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

TEXT:

As you requested:

ESEA Reauthorization. DPC staff met with Education Department staff to review the Department's progress in developing an ESEA reauthorization proposal. Education's approach overall is to maintain the fundamental focus throughout ESEA programs on helping students reach high standards and, for the most part, to maintain the current programs (though they and we are unsure how best to deal with Goals 2000). Some small programs are likely to be consolidated, and Education is developing proposals to expand the role of Title 1 in providing preschool programs, and to create a new emphasis on improving high school education in ESEA. DPC is working with Education to ensure that the reauthorization proposal provides stronger accountability for results and more effective interventions for low performance than current law, more vigorously promotes public school choice, and more effectively ensures that program funds are used to support educational practices that work. We are also working to ensure that positions you have previously taken on strengthening bilingual education and the Safe and Drug Free Schools Program are fully incorporated into the reauthorization proposal. Together with the Education Department we are developing a strategy to place a greater and more effective emphasis on improving the quality of teaching, especially in high poverty schools, though we are not yet clear on how best to achieve this. DPC, OMB and Education believe it is important to transmit a proposal to Congress shortly after the next session begins. To accomplish this, Education will have to significantly speed up its work. To help move this along, we will provide ED with detailed proposals on key issues, review Education's progress again the week after Thanksgiving, and establish a process for completing major policy decisions by the end of this year.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME: 23-NOV-1998 15:41:50.00

SUBJECT: Scheduling Update

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

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP @ EOP [WHO])
READ: UNKNOWN

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

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

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

TO: Tanya E. Martin (CN=Tanya E. Martin/OU=OPD/O=EOP @ EOP [OPD])
READ: UNKNOWN

TO: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ: UNKNOWN

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

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

TO: Cathy R. Mays (CN=Cathy R. Mays/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: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])
READ: UNKNOWN

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

TO: Essence P. Washington (CN=Essence P. Washington/OU=OPD/O=EOP @ EOP [OPD])
READ: UNKNOWN

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

TO: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP @ EOP [OPD])
READ: UNKNOWN

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

TO: Jonathan H. Schnur (CN=Jonathan H. Schnur/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

TO: WEINSTEIN_P@A1@CD@VAXGTWY (WEINSTEIN_P@A1@CD@VAXGTWY @ VAXGTWY [UNKNOWN]) (O

READ:UNKNOWN

TEXT:

Dec. 1st	OPEN Message Event
	World AIDS Day Event
Dec. 2nd	Democratic Leadership Meeting
Dec. 3rd	Patients Bill of Rights Bipartisan Event
Dec. 4th	Press Conference -- Statement on new job numbers.
Dec. 7th	Minimum Wage Event
Dec. 8-9	WH Conf. on Social Security
Dec 10th	Campaign Finance Reform Event
Dec. 11th	OPEN Message Event - or Central American Hurricane Relief
Event	
Dec. 12-15	Foreign Travel
Dec. 17th	Possible Child Safety Event (Child Safety Seats and
Toys)	
Dec. 18th	USEU Summit
Dec. 19th	OPEN Live Radio Address
Dec. 21st	Pan-Am Anniversary Event
Dec. 21st	Possible Service Event
Vacation	

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 23-NOV-1998 20:15:00.00

SUBJECT: Cheat Sheet

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

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

TEXT:

Here is the draft cheat sheet. Let me know if it is OK.

=====
ATTACHMENT 1
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT: [ATTACH.D51]MAIL45826182Y.326 to ASCII,
The following is a HEX DUMP:

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6F58EFF8219A9189401EE24E74899A8C557C0EFDDED30AA5DB93FE7BE721F4BC219B4EF162C8526
```

CHEAT SHEET ON DPC BUDGET ITEMS

Education

1. Ending Social Promotion (Cost \$300 million over FY99 budget)
2. Teacher Quality and Recruitment (Cost \$210 million over FY99 budget)
3. Work Site Schools (\$20 million FY2000)
4. Public School Choice (\$120 FY2000 budget)
5. School Leadership Academies (\$50 million FY2000 budget)
6. Magnet Programs (\$25 million FY2000 budget)
7. 10 University-Based Schools (\$15 million FY2000 budget)

National Service

8. Americorp Seniors (\$40 million FY2000)
9. Expand Americorp (\$235 million FY2000)
10. Expand Service Component of Work-Study Program (No Cost)

Health Care

11. Long Term Care (Tax credit: \$6 billion over 5 years; one-stop community centers: \$150 million over 5 years; nursing home quality initiative: \$500-750 million over 5 years; Medicare beneficiary education initiative: \$25 million)
12. Health Insurance Coverage Expansions (Medicare buy-in: \$1.5 billion over 5 years; small business purchasing coalition: at least \$50 million; Medicaid for foster care children: \$50 million over 5; children's health outreach: no cost)
13. Biomedical Research (\$500 million plus)
14. Superbug Initiative (\$20 million)
15. Bioterrorism Initiative (\$100 million)
16. Prescription Drug Coverage For Medicare Beneficiaries (varies: at least \$2 to 5 billion / year)
17. Protecting Beneficiaries From HMO Withdrawals From Medicare (no cost)
18. Redesigning And Increasing Enrollment In Medicare's Premium Assistance Program (no cost)
19. Disease Initiatives (Asthma: \$50 million; Heart disease: \$20 million; Mental health: \$100 million; Race & Health: \$80 million; HIV/AIDS: \$100 million; DoD cancer projects: \$250 million)
20. Food Safety and FDA (\$87 million)
21. Disability -- Health (Jeffords-Kennedy: \$1.2 billion over 5 years)
22. Disability -- Getting People To Work (Tax credit: \$1 to 2 billion over 5 years)

Tobacco

23. State Menu (2+ Billion One Time)
24. Medicare Suit Against Tobacco Companies (Guesstimate of \$1 to \$10 million)

Families and Children

25. Expansion of Child Care and Development Block Grant (\$7.5 billion over five years)

26. DCTC With Stay At Home Component (\$6.1 to \$7.4 billion depending on option)
27. Tax Credit For Businesses Providing Child Care (\$500 million over five years)
28. Parent Paid Leave Plan (\$875 million for FY2000)
29. FMLA Expansion to Businesses With 25 Workers (No Cost)
30. Parent Education and Support Fund (\$500 million FY2000)
31. Adoption Registry (No Cost)

Crime

32. Crime Bill II (\$1 Billion)
33. Safe, Disciplined, and Drug-Free Schools (\$450 million FY2000)
34. Parity for Substance Abuse Treatment (No Cost)
35. Binge Drinking (No Cost)

Community Empowerment

36. CDFI Tax Credit (\$10 million per year)
37. Microcredit Initiative ()
38. Clean Water, Parks, and Communities Bonds (\$200 per year)
39. LIHTC Expansion (\$1.6 billion over five years)
40. Homeownership Tax Credit (\$500 million over five years)
41. Housing for Elderly Initiative (Approximately \$100 million a year)
42. Re-Develop 10,000 Abandoned Buildings (Hopefully No Cost -- Gene's idea)
43. Homelessness (\$105 million FY2000)

Agriculture

44. Emergency Medical Services (\$50 million)

Welfare Reform, Child Support Enforcement, And Child Welfare

45. Reauthorize Welfare To Work Program (\$1.5 billion per year)
46. WWTC/WOTC Extension (n/a)
47. New Vouchers (Approx. \$500 million)
48. Child Support (\$50 to \$60 million per year)
49. Children "Aging Out" Of Foster Care (\$150 million per year)

Civil Rights/Women's Rights

50. Equal Pay (\$20 million EEOC and \$10 million for DOL)
51. Abortion Violence (n/a)

Financial Services

52. Consumer Financial Bill Of Rights (\$15 to \$20 million)

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 18:16:19.00

SUBJECT: CPSC fyi

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

TO: Bruce N. Reed (CN=Bruce N. Reed/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:

CPSC got the research money they wanted and is very grateful for our work in getting it...

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 17:26:13.00

SUBJECT: corporate welfare

TO: WEINSTEIN_P@A1@CD@VAXGTWY (WEINSTEIN_P@A1@CD@VAXGTWY @ VAXGTWY [UNKNOWN]) (O
READ:UNKNOWN

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

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

TEXT:

None of these is totally satisfying, but my bet is that it's only a matter of time before Rahm reads this and asks the President to order us to develop a lawsuit to stop corporate welfare (see below). I still wish we could do a commission (Solution 3, below).

Five Ways Out

THERE ARE SOLUTIONS TO THE
CORPORATE WELFARE MESS--BUT WHO
GOES FIRST?

What's a mayor to do? A major employer wants to expand or build anew. Rather than simply doing so, the corporation stirs up a bidding war to see which city and state will pony up the most cash, loans and tax breaks in the form of economic incentives. If you're the mayor and the facility means jobs and income for your town, do you play hardball and risk losing the plant and the jobs? Or do you give in and hand out tax money, only to face a never-ending string of similar demands from others?

Right now it's not much of a debate: the mayors cave.

The eagerness with which many states and cities routinely cancel taxes and distribute free services and grants to corporations puts enormous pressure on every other public official to do the same--even those who don't want to.

TIME has found many public officials deeply upset at the ultimate cost of the giveaways to their communities. Inevitably, tax rebates to a selected few lead to higher taxes for others and to cutbacks in essential services.

Can anything be done to stop the inequities?
Absolutely.

But first, forget about cooperative agreements

among states to stop the war of incentives. They've been tried, and they don't work. In October 1991, New York City, New York State, New Jersey and Connecticut agreed that a series of costly bidding wars to attract corporations was ruinous for all concerned. The four governments signed what was described as a nonaggression pact. Less than a year later, the truce was in tatters. New Jersey fired the first shot; among its targets was the New York Mercantile Exchange, which it tried to entice across the Hudson to Jersey City. Piqued New York City officials grouched that because of New Jersey's wooing, the city was forced to come up with an extra \$30 million to keep the exchange in Manhattan.

Next, in January 1994, New Jersey's newly elected Governor, Christine Todd Whitman, and New York's new mayor, Rudolph Giuliani, both Republicans, promised to end the border war. "We're not interested in stealing from each other," Whitman said.

But then, in September of that year, in what a deputy of Giuliani's called a "shameless raid," Connecticut lured Swiss Bank Corp. from Manhattan to suburban Stamford with \$120 million worth of incentives.

Today, seven years after the first cease-fire, there isn't even a pretense of a truce. The latest poker game revolves around the new home of the New York Stock Exchange. Now in cramped quarters on Wall Street, the exchange has hinted that cheaper New Jersey real estate looks awfully good to it. In a knee-jerk spasm, New York City and State offered \$600 million in incentives--more than twice the amount ever offered to keep a company in New York--to keep the exchange in Manhattan.

Which brings us to:

Solution No. 1 for ending corporate welfare at the state and local level: the levying of a federal excise tax on incentives. Under this proposal, Congress would enact a law imposing a tax equal to the value of the economic incentives granted to a company. In other words, if New York City and State governments were to give \$600 million to the New York Stock Exchange, the Federal Government would hit the stock exchange with a \$600 million federal tax. Hence no more value to economic incentives. No more bidding wars among governments.

"You have to make the tax confiscatory, a 100% tax, to take away the incentive," says Arthur J. Rolnick, senior vice president of the Federal Reserve Bank of Minneapolis, Minn. "Then

there's no reason for a company to come knocking at your door. Some [public officials] have criticized [this idea], saying, 'We don't want another tax.' And we tell them, 'This is a tax you'll never have to collect.'"

The Federal Government has the authority to impose such a tax under the commerce clause of the Constitution, which gives Congress the power "to regulate Commerce with foreign nations, and among the several states."

SPECIAL REPORT/CORPORATE WELFARE
NOVEMBER 30, 1998 VOL. 152 NO. 22

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That doesn't mean it would be easy. There would be strong opposition from the corporate-welfare bureaucracy: the tens of thousands of economic-development specialists, consultants, lawyers, accountants, conference planners and others who earn their living by giving away taxpayer dollars. Accounting and consulting firms in particular, says Ohio State Senator Charles Horn, work "both sides of the fence." They help communities dream up incentive programs, then bring them clients to collect the incentives.

What happens if Congress lacks the will?

Solution No. 2 A lawsuit to have incentives declared unconstitutional. Legal scholars believe the practice violates the Constitution's commerce clause. Indeed, the Supreme Court has said as much in several cases. In 1977, for example, the court struck down a New York law that provided for lower taxes on securities transactions processed by brokers in New York. The state pleaded that it needed the tax break to keep brokerages around. The court didn't buy it.

Even groups that usually oppose federal oversight of local affairs are calling for it in this case. The nonpartisan John Locke Foundation, a libertarian think tank in Raleigh, N.C., is a case in point. "We are a sort of right-of-center conservative organization, and what we are basically arguing is that the Federal Government should intervene," says John Hood, president of the foundation, which is readying a federal lawsuit to challenge state subsidies as violations of interstate commerce.

Hood says it's personally "troublesome" for him to call for a federal solution, but he and others in the foundation have come to believe it's the only way to end state subsidies to favored

businesses.

Corporate welfare at the state and local level would end if either the Locke Foundation's proposed lawsuit succeeded or Congress accepted the suggestion of the Minneapolis Federal Reserve's Rolnick and enacted an excise tax. But what about all the incentives the Federal Government passes out? Many members of Congress, after all, build their careers on government handouts to corporations, which add up to two weekly paychecks for every working person in America every year.

Solution No. 3 Creation of a special commission that would study federal programs and propose which should be scrapped. That list would go to Congress, which would be forced to vote either to kill or preserve the programs listed.

In 1997, Senator John McCain of Arizona, along with other Senators, introduced legislation calling for the creation of an independent federal commission to eliminate "unnecessary and inequitable federal subsidies" to private industry. Both Congress and the President would be required to act on the recommendations of the commission--either by accepting them or rejecting them. "Unless Congress is forced to act to eliminate programs, it will not," McCain noted when he introduced the bill. "Perhaps independent commissions are the only fair way to ensure that neither side is given an advantage to protect its...corporate pork."

Of course, any such effort will be greeted with stiff opposition from yet another entrenched bureaucracy. Those are the agencies, departments and special-interest groups that profit from the existing system. There would be a spirited fight led by large corporations to preserve the Exim Bank, the Overseas Private Investment Corp. and the Foreign Sales Corporations, to name just three.

Solution No. 4 Shut off the flow of low-cost loans from the Department of Housing and Urban Development that have helped fuel the competition to snag companies. These loans date from the Housing and Community Development Act of 1974 and were aimed at "eliminating slums and blight." Today, TIME has found, HUD loans help bankroll such projects as a waterfront restaurant in Jacksonville, Fla. (it later went out of business), a downtown hotel in Philadelphia and an upscale fashion retailer in Spokane, Wash. In that case, a \$24 million HUD loan arranged by the city of Spokane will go to construct a new store and enlarge a parking

garage for Nordstrom Inc.

And if these four solutions are rejected?

Solution No. 5 is rooted in what has become the American way of late: sue. That's the course advocated by Dwight D. Brannon, a Dayton, Ohio, lawyer, who is suing state and local officials and a onetime Dayton-based company on behalf of its former workers.

The company is Hobart Corp., part of an international conglomerate with sales of \$2.4 billion in 1997. Hobart produces commercial equipment for food preparation. Ever since the Great Depression, the company had operated a plant in Dayton. But in 1995, Hobart pulled up stakes and moved 30 miles to the north, to Piqua, Ohio, which offered \$2 million in incentives. In July, the company informed its 66 hourly employees in Dayton, many of whom had worked at the plant for years--their average age was 52--that their jobs would be terminated in three days. According to the suit, Hobart staffed the new location with part-time workers--average age 34--from a temporary firm.

During a hearing in the lawsuit pending in U.S. District Court in Dayton, the company's lawyer explained it this way: "Every action [Hobart] has taken is motivated by sound economic or operational rationale."

Exactly. And until governments figure out a way to end the practice, corporate welfare will flourish.
END

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Christopher Edley Jr. to Elena Kagan re: News (2 pages)	11/23/1998	Personal Misfile

COLLECTION:

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

FOLDER TITLE:

[11/23/1998-11/25/1998]

2009-1006-F
bm70

RESTRICTION CODES

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

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- 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)]

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RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME: 23-NOV-1998 13:36:44.00

SUBJECT: CoS Mission Statements Request

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

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

TEXT:

I knew this was coming. Pillars are next.

Can we send a note around to people to draft a quick update in their areas on the old 3-pager?

----- Forwarded by Bruce N. Reed/OPD/EOP on 11/23/98
01:27 PM -----

Kevin S. Moran 11/23/98 01:22:00 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc:
Subject: CoS Mission Statements Request

November 23, 1998

MEMORANDUM TO ASSISTANTS TO THE PRESIDENT

FROM: JOHN PODESTA AND MARIA ECHAVESTE

SUBJECT: MISSION STATEMENTS

Earlier this month, we asked members of the Cabinet to prepare summaries of what they would like to accomplish in their agencies during the next two years. At the beginning of the President's second term, we asked you to prepare similar mission statements outlining the goals and objectives for your departments.

While we do not want to reinvent the wheel, we would like you to review your offices' previous work and prepare a short summary of what you would like to accomplish in your departments -- what your revised goals and objectives are -- over the next two years. We know you have been working hard and have accomplished a great deal for this President. We would like this exercise to build upon that work and challenge you to stretch your vision, again. This information will be very helpful to us and we would like to share your thoughts with the President. Please provide your submissions to us by the close of business on Wednesday, December 2.

Message Sent

To:

Virginia Apuzzo/WHO/EOP
Paul E. Begala/WHO/EOP
Tracy Pakulniewicz/WHO/EOP
Sidney Blumenthal/WHO/EOP
Jonathan E. Smith/WHO/EOP
Phillip Caplan/WHO/EOP
Carolyn E. Cleveland/WHO/EOP
Mickey Ibarra/WHO/EOP
Maria E. Soto/WHO/EOP
John A. Koskinen/WHO/EOP
Neal Lane/OSTP/EOP
Ann F. Lewis/WHO/EOP
Ruby Shamir/WHO/EOP
Joseph P. Lockhart/WHO/EOP
Elizabeth R. Newman/WHO/EOP
Thurgood Marshall Jr/WHO/EOP
Maya Seiden/WHO/EOP
Minyon Moore/WHO/EOP
Jocelyn A. Bucaro/WHO/EOP
Bob J. Nash/WHO/EOP
Laura K. Demeo/WHO/EOP
Bruce N. Reed/OPD/EOP
Cathy R. Mays/OPD/EOP
Charles F. Ruff/WHO/EOP
Ora Theard/WHO/EOP
Craig T. Smith/WHO/EOP
Christopher J. Lavery/WHO/EOP
Gene B. Sperling/OPD/EOP
Melissa G. Green/OPD/EOP
Lawrence J. Stein/WHO/EOP
Jessica L. Gibson/WHO/EOP
Todd Stern/WHO/EOP
Jonathan H. Adashek/WHO/EOP
Stephanie S. Streett/WHO/EOP
Michael Waldman/WHO/EOP
Joshua S. Gottheimer/WHO/EOP
Katharine Button/WHO/EOP
Scott R. Hynes/OVP @ OVP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 11:49:49.00

SUBJECT: Food Safety: \$ and Council

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

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

On the budget front, USDA's passback looks decent for the Initiative, but OMB is reportedly not going to give HHS anything new at the moment.

The agencies would like to hold a Food Safety Council meeting 12/16. They would discuss their charter, their budget priorities, and a draft overall strategy. Unless we have some good budget news, I'd say not really a POTUS event.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:23-NOV-1998 13:37:54.00

SUBJECT: ESL Civics Initiative for 2:30 Adult Ed Meeting

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

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

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

TO: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Cecilia E. Rouse (CN=Cecilia E. Rouse/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

I have touched base w/ the Office of Refugee Resettlement at HHS re: how this proposed initiative might complement existing resettlement services currently provided to refugees. They confirm there is a need for ESL and general adjustment services for the vast majority of immigrants who are not refugees. Some families include some members who enter the country as refugees and some who do not. The refugee service programs have to deny services to the non-refugees. Similarly, some refugees later bring over other family member (who enter as non-refugees) and then bring them to the programs they attended to learn english, get help with employment, citizenship and other forms of adjustment assistance, only to find out these programs cannot serve the other members of the family.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: David R. Goodfriend (CN=David R. Goodfriend/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:23-NOV-1998 10:13:20.00

SUBJECT: Adoption Event

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

READ:UNKNOWN

TEXT:

Elena--

Just a friendly reminder that we will need an event memo for the adoption event tomorrow. I assume your department, rather than Capricia Marshall's, will be doing the heavy lifting on this.

--David

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Mike Cohen <mikec_20904@yahoo.com> (Mike Cohen <mikec_20904@yahoo.com> [U

CREATION DATE/TIME:23-NOV-1998 10:40:52.00

SUBJECT: education item for weekly

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

READ:UNKNOWN

TEXT:

I realized last night that I forgot to give you the ESEA item you requested yesterday. Here it is. Please respond to let me know if you receive this or have any difficulty with it, since its the first e-mail I've sent from home.

ESEA Reauthorization. DPC staff met with Education Department staff to review the Department's progress in developing an ESEA reauthorization proposal. Education's approach overall is to maintain the fundamental focus throughout ESEA programs on helping students reach high standards and, for the most part, to maintain the current programs (though they and we are unsure how best to deal with Goals 2000). Some small programs are likely to be consolidated, and Education is developing proposals to expand the role of Title 1 in providing preschool programs, and to create a new emphasis on improving high school education in ESEA. DPC is working with Education to ensure that the reauthorization proposal provides stronger accountability for results and more effective interventions for low performance than current law, more vigorously promotes public school choice, and more effectively ensures that program funds are used to support educational practices that work. We are also working to ensure that positions you have previously taken on strengthening bilingual education and the Safe and Drug Free Schools Program are fully incorporated into the reauthorization proposal. Together with the Education Department we are developing a strategy to place a greater and more effective emphasis on improving the quality of teaching, especially in high poverty schools, though we are not yet clear on how best to achieve this. DPC, OMB and Education believe it is important to transmit a proposal to Congress shortly after the next session begins. To accomplish this, Education will have to significantly speed up its work. To help move this along, we will provide ED with detailed proposals on key issues, review Education's progress again the week after Thanksgiving, and establish a process for completing major policy decisions by the end of this year.

DO YOU YAHOO!?

Get your free @yahoo.com address at <http://mail.yahoo.com>

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 23-NOV-1998 14:23:25.00

SUBJECT: Eric Gould

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

READ: UNKNOWN

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

READ: UNKNOWN

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

READ: UNKNOWN

TEXT:

He has officially accepted. Any preference on start dates?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:23-NOV-1998 16:09:37.00

SUBJECT: Tobacco FTC

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

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

TO: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

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

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

TEXT:

I just got a call from Carol Kando-Tineda at the FTC. She said they have two announcements for tomorrow: 1. They will be dropping their Joe Camel litigation because of the state settlement; and 2. They have asked HHS to review the voluntary company testing FTC oversees to determine tar and nicotine levels, and HHS is sending FTC a letter tomorrow saying they are pleased to be involved in reviewing the science. There is a dispute over whether low tar is safer and FTC is uncertain whether the government should even be involved in certifying tar levels.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:24-NOV-1998 12:23:33.00

SUBJECT: Rural Housing

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

John asked Maria to follow-up on a letter from Robert Rapoza of the National Rural Housing coalition. He is asking about an increase in appropriations for federal rural housing programs. He has asked for an opportunity to talk to John but John would prefer to have Maria or someone from DPC. Who's working on rural housing?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Roger S. Ballentine (CN=Roger S. Ballentine/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:24-NOV-1998 18:04:23.00

SUBJECT: campaign finance

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

Larry may have spoken to you already, but he asked me to drop you and Ann a note. With Peter Jacoby gone, I will be handling campaign finance. If you need help on the substance, I would be happy to do anything I can. I practiced campaign finance law for the better part of 10 yrs and taught campaign finance at Georgetown Law School.

Let me know what you need. Thanx.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:24-NOV-1998 07:54:35.00

SUBJECT: Cheat Sheet

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

READ:UNKNOWN

TEXT:

I haven't checked it, but this might come in handy at your budget mtg.
----- Forwarded by Bruce N. Reed/OPD/EOP on 11/24/98
07:54 AM -----

Paul J. Weinstein Jr.
11/23/98 08:12:22 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP

cc:

Subject: Cheat Sheet

Here is the draft cheat sheet. Let me know if it is OK.

===== ATTACHMENT 1 =====
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D30]MAIL40204282S.326 to ASCII,
The following is a HEX DUMP:

FF57504370040000010A02010000000205000000E114000000020000023BBCE9970DEBCDF565FA
0F2BDDDB4EFFEFCF60DE33155C37F9F30E80004FAAD2C8B62EEDDAEF1FDCD1EA38353913793A8390
C6898DA44AA32DEE1F8B8903DC926B2D97AA0B92E57211C1C634F56AB1C163A6C659BF5B0E8922
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9CE9FE0E816784D5CF8C233C39B3EBAA8C4A352B73B1DB37B70E092FEB3394851E5F326CCFE869
0EBC269928976E1262F1305837CD7337187E4AA9D48FDE3E278E457C48B623F4D9F7088DBCCECA

CHEAT SHEET ON DPC BUDGET ITEMS

Education

1. Ending Social Promotion (Cost \$300 million over FY99 budget)
2. Teacher Quality and Recruitment (Cost \$210 million over FY99 budget)
3. Work Site Schools (\$20 million FY2000)
4. Public School Choice (\$120 FY2000 budget)
5. School Leadership Academies (\$50 million FY2000 budget)
6. Magnet Programs (\$25 million FY2000 budget)
7. 10 University-Based Schools (\$15 million FY2000 budget)

National Service

8. Americorp Seniors (\$40 million FY2000)
9. Expand Americorp (\$235 million FY2000)
10. Expand Service Component of Work-Study Program (No Cost)

Health Care

11. Long Term Care (Tax credit: \$6 billion over 5 years; one-stop community centers: \$150 million over 5 years; nursing home quality initiative: \$500-750 million over 5 years; Medicare beneficiary education initiative: \$25 million)
12. Health Insurance Coverage Expansions (Medicare buy-in: \$1.5 billion over 5 years; small business purchasing coalition: at least \$50 million; Medicaid for foster care children: \$50 million over 5; children's health outreach: no cost)
13. Biomedical Research (\$500 million plus)
14. Superbug Initiative (\$20 million)
15. Bioterrorism Initiative (\$100 million)
16. Prescription Drug Coverage For Medicare Beneficiaries (varies: at least \$2 to 5 billion / year)
17. Protecting Beneficiaries From HMO Withdrawals From Medicare (no cost)
18. Redesigning And Increasing Enrollment In Medicare's Premium Assistance Program (no cost)
19. Disease Initiatives (Asthma: \$50 million; Heart disease: \$20 million; Mental health: \$100 million; Race & Health: \$80 million; HIV/AIDS: \$100 million; DoD cancer projects: \$250 million)
20. Food Safety and FDA (\$87 million)
21. Disability -- Health (Jeffords-Kennedy: \$1.2 billion over 5 years)
22. Disability -- Getting People To Work (Tax credit: \$1 to 2 billion over 5 years)

Tobacco

23. State Menu (2+ Billion One Time)
24. Medicare Suit Against Tobacco Companies (Guesstimate of \$1 to \$10 million)

Families and Children

25. Expansion of Child Care and Development Block Grant (\$7.5 billion over five years)

26. DCTC With Stay At Home Component (\$6.1 to \$7.4 billion depending on option)
27. Tax Credit For Businesses Providing Child Care (\$500 million over five years)
28. Parent Paid Leave Plan (\$875 million for FY2000)
29. FMLA Expansion to Businesses With 25 Workers (No Cost)
30. Parent Education and Support Fund (\$500 million FY2000)
31. Adoption Registry (No Cost)

Crime

32. Crime Bill II (\$1 Billion)
33. Safe, Disciplined, and Drug-Free Schools (\$450 million FY2000)
34. Parity for Substance Abuse Treatment (No Cost)
35. Binge Drinking (No Cost)

Community Empowerment

36. CDFI Tax Credit (\$10 million per year)
37. Microcredit Initiative ()
38. Clean Water, Parks, and Communities Bonds (\$200 per year)
39. LIHTC Expansion (\$1.6 billion over five years)
40. Homeownership Tax Credit (\$500 million over five years)
41. Housing for Elderly Initiative (Approximately \$100 million a year)
42. Re-Develop 10,000 Abandoned Buildings (Hopefully No Cost -- Gene's idea)
43. Homelessness (\$105 million FY2000)

Agriculture

44. Emergency Medical Services (\$50 million)

Welfare Reform, Child Support Enforcement, And Child Welfare

45. Reauthorize Welfare To Work Program (\$1.5 billion per year)
46. WWTC/WOTC Extension (n/a)
47. New Vouchers (Approx. \$500 million)
48. Child Support (\$50 to \$60 million per year)
49. Children "Aging Out" Of Foster Care (\$150 million per year)

Civil Rights/Women's Rights

50. Equal Pay (\$20 million EEOC and \$10 million for DOL)
51. Abortion Violence (n/a)

Financial Services

52. Consumer Financial Bill Of Rights (\$15 to \$20 million)

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 24-NOV-1998 13:20:10.00

SUBJECT: Call Paul ASAP. 65577

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])

READ: UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:24-NOV-1998 12:39:17.00

SUBJECT: Re: Rural Housing

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

READ:UNKNOWN

TEXT:

FYI- this is taken care of. You do not need to follow up w/ Marge

----- Forwarded by Laura Emmett/WHO/EOP on 11/24/98 12:38
PM -----

Julie A. Fernandes
11/24/98 12:35:52 PM

Record Type: Record

To: Laura Emmett/WHO/EOP

cc:

Subject: Re: Rural Housing

yep. mary is rural and i have been looking into rural housing (in the context of housing for migrant workers). I talked to marge and said that we (mary and I) would look into this inquiry.

julie

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:24-NOV-1998 21:26:31.00

SUBJECT: Charter and Action Memos for Food Safety Council

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

READ:UNKNOWN

TEXT:

I will send you a copy of the charter for the Food Safety Council and four decision memoranda that will be discussed at the first Council meeting, which is tentatively set for December 16. The action memos are on the following: (1) Assessment of the NAS report; (2) Process for developing a strategic plan; (3) Process for developing coordinated food safety budgets and a unified food safety initiative budget; and (4) Scope of the food safety strategic plan.

The agencies are seeking comments by November 30. If you have any comments before November 30, let me know. Thanks, Mary

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Melinda D. Haskins (CN=Melinda D. Haskins/OU=OMB/O=EOP [OMB])

CREATION DATE/TIME:24-NOV-1998 16:27:38.00

SUBJECT: Varmus Testimony for 12/2

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

READ:UNKNOWN

TEXT:

FYI -- We are not likely to receive until Monday Varmus' draft testimony on stem cell research for next Wednesday's hearing before the S. Appropriations Subcommittee on Labor, Health, and Human Services.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:24-NOV-1998 11:48:12.00

SUBJECT: PHTHALATES

TO: Sally Katzen (CN=Sally Katzen/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

Maria asked me to send you a copy of a note from the President on an Ad about chemical experiments. I sent it interoffice on 11/19

Maria thinks that DPC and NEC have been working with CEQ on the toxic toys. Can you get someone to give me an update?

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:24-NOV-1998 21:28:04.00

SUBJECT: Call Cynthia tonight 456-2846 or 757-5000 and hold on line.

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])
READ:UNKNOWN

CC: 4697 (4697 @ WHCA [UNKNOWN])
READ:UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Julie E. Mason (CN=Julie E. Mason/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:24-NOV-1998 08:44:25.00

SUBJECT: Doctors Without Borders

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

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

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

TO: Jonathan H. Schnur (CN=Jonathan H. Schnur/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

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

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

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

TO: Barry J. Toiv (CN=Barry J. Toiv/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Emory L. Mayfield (CN=Emory L. Mayfield/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: WHITE_W (WHITE_W @ A1 @ CD @ VAXGTWY [UNKNOWN]) (OMB)
READ:UNKNOWN

TO: Eric P. Hothem (CN=Eric P. Hothem/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Capricia P. Marshall (CN=Capricia P. Marshall/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

TO: Virginia L. Cearley (CN=Virginia L. Cearley/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Dominique L. Cano (CN=Dominique L. Cano/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

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

TO: Jennifer H. Smith (CN=Jennifer H. Smith/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elizabeth R. Newman (CN=Elizabeth R. Newman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: PICCONE_T (PICCONE_T @ A1 @ CD @ VAXGTWY [UNKNOWN]) (NSC)
READ:UNKNOWN

TO: Brian A. Barreto (CN=Brian A. Barreto/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Charles R. Marr (CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./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: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Jackson T. Dunn (CN=Jackson T. Dunn/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Beverly J. Barnes (CN=Beverly J. Barnes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

TO: Mona G. Mohib (CN=Mona G. Mohib/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Deborah L McGinn (CN=Deborah L McGinn/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Sharon K. Gill (CN=Sharon K. Gill/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Noa A. Meyer (CN=Noa A. Meyer/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Christine N. Macy (CN=Christine N. Macy/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jon P. Jennings (CN=Jon P. Jennings/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Toby C. Graff (CN=Toby C. Graff/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Alice J. Pushkar (CN=Alice J. Pushkar/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

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

TEXT:

White House staff donated a little over \$3200 (in a 2 hour period - - not bad!) to Doctors Without Borders. The checks/cash were handed over to a DWB staffer in Nicaragua during HRC's trip. Thanks for you contribution.

Below is an email I just received from our contact at the organization.

(I'm sure I've left some folks who donated off this e-mail - - I forgot to keep a list. Please send this on to the donors on your office staff who I may have left off this e-mail. Thanks.)

Happy Thanksgiving.

----- Forwarded by Julie E. Mason/WHO/EOP on 11/24/98
08:13 AM -----

Kris_TORGESON @ newyork.msf.org (Kris TORGESON)
11/23/98 12:34:10 PM

Record Type: Record

To: Julie E. Mason/WHO/EOP
CC:
Subject: Thank You!

Dear Julie and Friends at the White House,

Thank all of you so very much for your generous support of our efforts to aid the victims of Hurricane Mitch!

All of the Doctors Without Borders volunteers and staff in our offices here in New York, as well as those in Nicaragua, Honduras, Guatemala, and even El Salvador, were very moved by the great effort that the White House staff made to include us in your Hurricane Mitch fund drive.

Mary Lightfine, the nurse who accepted the donations on behalf of Doctors Without Borders, was absolutely thrilled to meet Julie and the First Lady in Managua. Right now she is traveling to remote regions of Nicaragua to deliver emergency nutritional supplements to children in villages hard hit by the hurricane. If you're interested in "following" Mary's work, she is filing a "Journal from Nicaragua" with ABC News Online [<http://www.abcnews.com/sections/living>] whenever she has a chance.

The funds you and the White House staff donated will be used directly for our hurricane relief efforts in Nicaragua. To give you an idea of where the money is going, let me give you a quick overview of our emergency operations in Nicaragua. Doctors Without Borders is currently using helicopters and four-wheel drive vehicles to deliver emergency medical and nutritional aid to populations that have been cut off since the hurricane. Last week, 15 Doctors Without Borders mobile teams reached victims of the hurricane in the regions of Esteli, Nueva Segovia, Chinandega, Jinotega, and Managua. Several teams are based near the volcanoes of Cierro Negro, Las Casitas, and San Cristobal, where mudslides have occurred and additional slides are possible. The teams are distributing medical kits, high-energy protein supplements, and relief materials, including blankets, plastic sheeting, and water cans, to displaced people in these regions. In addition, Doctors Without Borders is installing water tanks and water chlorination systems. Fifty-seven tons of relief supplies have already arrived in Managua, and additional supplies are being purchased locally.

It is the overwhelming support of people like yourselves and many others all over the United States and the rest of the world that are making our relief effort possible. And, just as important as your generous financial donation, is the boost to the spirit that your visit and gesture gave to our many relief workers in Nicaragua and throughout Central America. We sent word to all of our offices there about your gift.

Thank you again for all that you did to make this possible.

Best wishes for a happy and healthy Thanksgiving!

Kris Torgeson on behalf of the entire staff of Doctors Without Borders USA

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Alissa K. Brown (CN=Alissa K. Brown/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:24-NOV-1998 09:28:00.00

SUBJECT: mtg

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

READ:UNKNOWN

TO: Robert N. Weiner (CN=Robert N. Weiner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

The Title IX meeting has been moved from today at 10 am to Nov. 30th, 2:00-3:30pm, room 472 OEOB. Thank you.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:24-NOV-1998 12:41:19.00

SUBJECT: Farm Safety Net Proposals

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

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

TEXT:

The NEC is planning on having a Principals' Meeting next Thursday or Friday on possible farm safety net proposals such as increasing crop insurance subsidies, covering more non-insured crops, risk management accounts, land retirement, revenue insurance, and increasing educational programs on commodity options. They will have some paper in the middle of next week.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:24-NOV-1998 09:55:15.00

SUBJECT: Weekly Education Strategy Meeting

TO: Vicky_Stroud (Vicky_Stroud @ ed.gov@inet [UNKNOWN])
READ:UNKNOWN

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

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

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

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

TO: Barbara Chow (CN=Barbara Chow/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

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

TO: Robert M. Shireman (CN=Robert M. Shireman/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Chantell S. Long (CN=Chantell S. Long/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Jason H. Schechter (CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

CC: Mindy E. Myers (CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TEXT:

Next week's Education Strategy Meeting will be held on Tuesday, December 1, at 12:00 noon in Bruce Reed's office. You are welcome to bring your lunch-- we will get the sodas.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:24-NOV-1998 13:32:54.00

SUBJECT: Call when your done with meeting 65577

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

READ:UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:25-NOV-1998 09:26:48.00

SUBJECT: From Cynthia (62846) I assume radio address is on as we discussed unless y

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])

READ:UNKNOWN

CC: 4697 (4697 @ WHCA [UNKNOWN])

READ:UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:25-NOV-1998 18:02:49.00

SUBJECT: Updated HUD announcement and Q&A

TO: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

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

TO: Megan C. Moloney (CN=Megan C. Moloney/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Chandler G. Spaulding (CN=Chandler G. Spaulding/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Roger V. Salazar (CN=Roger V. Salazar/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Jason H. Schechter (CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Joseph C. Fanaroff (CN=Joseph C. Fanaroff/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Linda Ricci (CN=Linda Ricci/OU=OMB/O=EOP @ EOP [OMB])
READ:UNKNOWN

TO: Beverly J. Barnes (CN=Beverly J. Barnes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

TO: Joseph P. Lockhart (CN=Joseph P. Lockhart/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

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

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

TO: Jake Siewert (CN=Jake Siewert/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

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

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

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

TO: Kevin S. Moran (CN=Kevin S. Moran/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lawrence J. Haas (CN=Lawrence J. Haas/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

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

TO: Elizabeth R. Newman (CN=Elizabeth R. Newman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lori L. Anderson (CN=Lori L. Anderson/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

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

TO: Barry J. Toiv (CN=Barry J. Toiv/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

These are updated versions. Please note that the amount of the vouchers
is now nearly \$130 million (not \$80 million).===== ATTACHMENT 1 ===
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D49]MAIL462683032.326 to ASCII,
The following is a HEX DUMP:

FF575043AE030000010A020100000002050000000B1130000000200000C65463C967C3ACAC6B38B1
B4E9B851D84760FE827979EF90C2D326E759EFBC8ADB12D3BA4169F8A581A61BFC44C1BDFFB73E
BA28176806B6E6875FBB188C313DF7B550DC5FDD749D2880DD25ADBA447A0C577D3C44C97052D5

*PRESIDENT CLINTON ANNOUNCES NEW HOUSING GRANTS WILL HELP
NEARLY 30,000 SENIOR CITIZENS AND PEOPLE WITH DISABILITIES*

November 28, 1998

Today President Clinton will outline steps he is taking to help our neediest citizens share in the blessings of the holiday season. He will announce nearly \$130 million in new housing vouchers to help people with disabilities in over 200 communities obtain affordable housing. These funds, combined with nearly \$700 million in grants released earlier this month to non-profit groups to create new subsidized apartments in 48 states, will help nearly 30,000 low income senior citizens and people with disabilities have a home to call their own. The grants from the Department of Housing and Urban Development are part of President Clinton's ongoing strategy to create safe, affordable housing for those who need it most.

New Housing Funds for People with Disabilities

Today, the President will announce nearly \$130 million in new housing vouchers to help over 17,000 people with disabilities obtain affordable rental housing. These funds will help subsidize rents in the private marketplace, providing new affordable housing choices for people with disabilities. These vouchers and certificates will be provided to people with disabilities in over 200 communities across America through local housing authorities and will ensure that low income people with disabilities won't have to pay more than 30 percent of their income in rent.

New Grants to Create Affordable Housing for Senior Citizens and People with Disabilities

Earlier this month, Housing and Urban Development Secretary Cuomo unveiled \$696 million in grants to non-profit groups in 48 states, the District of Columbia, and Puerto Rico to create 8,213 subsidized apartments for over 12,000 very low-income senior citizens and people with disabilities. These funds will be used to create new affordable rental housing (through new construction or rehabilitation of existing housing) and to subsidize the rents of the housing tenants. The funds will provide over 6,500 apartments for about 9,900 senior citizens and 1,650 apartments for about 2,500 people with disabilities. Funds will be provided to over 200 non-profit organizations, including local chapters of the YMCA, Salvation Army, B'nai B'rith, Goodwill, and Catholic Charities.

Promoting Affordable Housing and Homeownership

These steps are just a few of President Clinton's efforts to promote affordable housing and homeownership. This year's balanced budget included the first new housing vouchers in five years, with 50,000 specifically targeted to help people moving from welfare to work find housing closer to jobs. The President has increased funding to help homeless people move from the streets to self-sufficiency and will continue to fight to expand the Low-Income Housing Tax

Credit to help America's most hard-pressed families afford decent housing. Under the President's leadership, over 7 million more Americans have become homeowners, raising the homeownership rate to 66.8 percent, the highest rate in our history.

**Automated Records Management System
Hex-Dump Conversion**

Housing Radio Address Q&As
11/28/98

Q: What did the President announce in his radio address?

A: Today President Clinton outlined steps he is taking to help our neediest citizens share in the blessings of the holiday season. He will announce nearly \$130 million in new housing vouchers to help people with disabilities in over 200 communities obtain affordable housing. These funds, combined with nearly \$700 million in grants released earlier this month to non-profit groups to create new subsidized apartments in 48 states, will help nearly 30,000 low income senior citizens and people with disabilities have a home to call their own. The grants from the Department of Housing and Urban Development are part of President Clinton's on-going strategy to create safe, affordable housing for those who need it most.

Q: What did the President announce in his radio address about housing vouchers and certificates for people with disabilities?

A: The President announced nearly \$130 million to help over 17,000 people with disabilities in over 200 communities obtain affordable housing under the Department of Housing and Urban Development's (HUD) Section 8 Mainstream Program. This program provides rental assistance to low-income disabled families in the form of Section 8 rental vouchers and certificates issued by local public housing authorities. The families generally pay no more than 30 percent of their adjusted income for rent with the balance paid by the local public housing authority using either Section 8 rental vouchers or certificate funds.

Q: What is the difference between a certificate and a voucher?

A: The primary difference between a Section 8 rental voucher and a rental certificate is that a family with a certificate is limited to renting a unit that is within the fair market rent (FMR). A family with a voucher may rent a unit that exceeds the FMR, but, in addition to paying 30 percent of its adjusted income toward rent, must also pay that portion of the rent that exceeds the payment standard established by the local public housing authority.

Q: What are the housing grants for disabled and elderly persons that the President highlighted?

A: The President highlighted that earlier this month, HUD unveiled \$696 million in grants to non-profit groups in 48 states, the District of Columbia, and Puerto Rico to provide housing for low-income elderly and disabled persons. Under the Section 202 program, HUD will award \$563 million in grants to fund the construction and rehabilitation of over 6500 units for almost 10,000 low-income elderly persons. Since 1993, approximately

70,000 elderly persons have been served by this program, and over 46,000 units have been constructed or rehabilitated. Under the Section 811 Supportive Housing for Persons with Disabilities program, HUD will award \$133 million to fund the construction and rehabilitation of 1650 units for about 2,500 disabled persons. Since 1993, this program has served over 18,000 disabled persons in approximately 12,500 units.

Q: What are the housing needs for the elderly and disabled?

A: HUD's 1997 Report on the Nation's Worst Case Housing Needs states that the elderly make up 12 percent of the 12.5 million persons in households with worst case housing needs. Approximately 1.5 million elderly persons pay more than 50 percent of their income in rent or live in substandard housing. The number of adults with disabilities living in households with worse case needs (persons that pay more than 50 percent of their income in rent or live in substandard housing) is estimated between 1.1 and 1.4 million.

Q: How does today's announcement relate to the President's overall housing agenda?

A: These steps are just a few of President Clinton's efforts to promote affordable housing and homeownership. This year's balanced budget included the first new housing vouchers in five years, with 50,000 specifically targeted to help people moving from welfare to work move closer to jobs. The President has increased funding to help homeless people move from the streets to self-sufficiency and will continue to fight to expand the Low-Income Housing Tax Credit to help America's most hard-pressed families afford decent housing. Under the President's leadership, over 7 million more Americans have become homeowners, raising the homeownership rate to 66.8 percent, the highest rate in our history.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Melissa G. Green (CN=Melissa G. Green/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:25-NOV-1998 16:37:36.00

SUBJECT:

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])
READ:UNKNOWN

TEXT:

if interested meeting still going on, not sure if medicare com or new ideas.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:26-NOV-1998 18:51:33.00

SUBJECT: Strategic Plan on Native American economic development

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

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

Attached is a draft of the strategic plan on Native American economic development that was required as the result of the President's memorandum at the economic development conference on August 6. The centerpiece of the plan is a tollfree number to provide assistance on economic development across all agencies.

We still need to do some minor editing on this draft and vet it through Interior, SBA, and Commerce. However, the agencies plan on sending this to the President sometime next week. Let me know if you have any comments on the draft. Thanks, Mary

===== ATTACHMENT 1 =====
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT:[ATTACH.D61]MAIL459356030.326 to ASCII,
The following is a HEX DUMP:

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3439DAF6DF35BD5F53395CE55C0A0C6C3DD4886D2A16782EA9E7592C6B4A6090027687A4A0127A

DRAFT – November 24, 1998 (6:47PM)

December 14, 1998

The Honorable William Jefferson Clinton
The White House
Washington, D.C. 20500

Dear Mr. President:

Attached is our joint report, as requested in your August 6, 1998, Memorandum, regarding the development of a Federal strategic plan for coordinating existing economic development initiatives for Native Americans and Alaska Native communities. The report articulates the components of the plan, which includes the identification of current actions and the proposal of future actions that will improve Federal coordination, increase tribal access to Federal economic development information and assistance, increase economic opportunities within tribal communities, and identify gaps in the delivery of Federal economic development assistance.

The report reflects our consultation with the Domestic Policy Council, the U.S. Department of Agriculture and the Department of Housing and Urban Development. After your review and approval of the report, our next steps will be to implement the current actions identified and to develop further the identified future actions.

We are confident that our proposal will further your goal to improve Federal coordination in the area of economic development as well as meet the needs of the agencies, tribal communities, the private sector and non-profit community that is working to do build strong tribal economies .

Sincerely,

William M. Daley
Secretary of Commerce

Bruce Babbitt
Secretary of Interior

Aida Alvarez
Administrator, Small
Business Administration

Enclosure

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DRAFT – November 24, 1998 (6:43PM)

Economic Development in Indian Country

Joint Report to the President

December 14, 1998

Executive Summary 2

I. Introduction 3

II. Increasing Access to Federal Programs and Initiatives 5

III. Increasing Economic Development Opportunities in Tribal Communities .. 7

IV. Going Forward: Identifying and Addressing Gaps 9

V. Closing10

Appendices

- A. President Clinton’s Memorandum for the Secretary of Commerce, the Secretary of Housing and Urban Development, the Secretary of the Interior, the Secretary of the Treasury and Administrator of the Small Business Administration, August 6, 1998
- B. FY 2000 Proposal for a Native American Economic Development Access Center

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Hex-Dump Conversion

DRAFT – November 24, 1998 (6:43PM)

EXECUTIVE SUMMARY

On August 6, 1998, President Clinton directed the Department of Interior (DOI), the Department of Commerce (DOC), and the Small Business Administration (SBA) to report back within 90 days with a strategic plan for coordinating Federal existing economic development initiatives for Native American and Alaska Native communities, including initiatives involving the private sector. In developing the plan, DOI, DOC and SBA were further directed to consult with all interested parties, including tribal governments and other Federal agencies and offices – particularly, the Department of Housing and Urban Development (HUD), Department of Transportation (DOT), and Department of Agriculture (DOA). Under the Memorandum, DOI, DOC and SBA have joint leadership in the development and implementation of the plan and will use existing and propose new resources to support the elements of the plan.

Based on the work to date of the Subcommittee on Economic Development under The White House Domestic Policy Council Working Group on American Indians and Alaska Natives, including the conference on *Bringing Economic Self-Determination to Indian Communities*, this document articulates a plan in response to the President's Memorandum that is aimed to improve coordination among Federal agencies by (1) increasing access to Federal economic development programs and assistance, (2) increasing opportunities in tribal communities and (2) identifying and addressing gaps in the delivery of Federal economic development assistance. Appendix A is the Presidential Memorandum on Economic Development in American Indian and Alaska Native Communities, which provides the backdrop for the plan. Appendix B is the detailed proposal for the Native American Economic Development Access Center.

The ultimate goal of the plan is to improve the coordination of Federal economic development programs and initiatives, thereby, increasing the effectiveness of, and access to, such programs in Indian country.

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I. INTRODUCTION

Commitment to Promote Indian Economic Development

The Clinton Administration has worked hard to honor tribal sovereignty and strengthen government-to-government relations with Indian tribes. Yet, too often, as America moves forward, American Indians and Alaska Natives have been left outside mainstream economic progress. Today, the Bureau of Indian Affairs reports that 49% of adult reservation Indians are without full-time work. The President and the Congress have made clear that economic self-determination is an essential element of Indian self-determination. See Executive Memorandum on Economic Development in American Indian and Alaska Native communities, dated August 6, 1998; 25 U.S.C. § 1451 et seq. (congressional statement of national policy). The Departments of Commerce, Interior and the Small Business Administration are committed to using existing resources and authorities to the fullest to assist Indian tribes to achieve economic self-determination, see e.g., 25 U.S.C. §§ 47, 450 (e) (b), 1542-1544, and, where appropriate and necessary, to seek additional resources to help tribes establish reservation economies to a point where the average Indian standard of living is comparable to the national standard of living.

Establishment of the Inter-Agency Subcommittee on Economic Development

In February, 1998, The White House Domestic Policy Council Working Group on American Indians and Alaskan Natives, chaired by Secretary of Interior Bruce Babbitt, established a Subcommittee on Economic Development. The Subcommittee aims to (1) promote coordination among Federal agencies with existing economic development responsibilities; (2) increase access to Federal economic development programs and initiatives by the tribes and Indian owned businesses; and (3) build awareness about other Federal programs and initiatives that are supportive of tribal economic development efforts.

Several meetings of the Subcommittee were held during Spring 1998. Nearly a dozen agencies were identified as having programs and initiatives that directly or indirectly impact economic development in Indian country. The Subcommittee recognized the difficulty faced by tribes and Indian-owned businesses in trying to locate and access this wide range of Federal assistance. Also recognized was that many synergies exist between the diverse programs and initiatives, and that each agency's efforts to serve Indian country would be strengthened by effective coordination at the Federal level. In learning about the new programs and initiatives that some agencies planned to introduce in 1998, the Subcommittee decided to organize a national conference that would showcase these and other existing Federal initiatives, as well as highlight initiatives by the private sector and tribal and Indian-owned business success stories.

DRAFT – November 24, 1998 (6:43PM)

White House Conference on Economic Development

The conference, *Building Economic Self-Determination in Indian Communities*, was held August 5-6, 1998, in Washington, D.C. Sponsoring agencies included The White House, Departments of Agriculture, Commerce, Defense, Health and Human Services, Housing and Urban Development, Interior, Justice, Labor, Transportation, Treasury, the Indian Health Service, the Comptroller of the Currency, and the Small Business Administration. Panel sessions covered Indian country success stories; building infrastructure and a positive climate for business; expanding business opportunities; Alaska Native economic development; rural business; banking in Indian communities; Federal contracting opportunities. In addition, breakout sessions were held on franchising; the Internet and electronic commerce; welfare to work initiatives; tourism; exporting; communications and technology; diversifying tribal economies; and manufacturing.

The historic conference was attended by nearly 1,000 tribal, private sector and federal officials. The Secretaries of Agriculture, Commerce, Interior, Justice, Labor, and the Administrator of the Small Business Administration provided official addresses underscoring their agency's commitment to opening the doors of economic opportunity to the Indian community. The conference was highlight was a keynote address by President Clinton on August, 6, 1998, in which he pledged the Administration's assistance on several important fronts to boost economic development in Indian country.

President's Memorandum Calling for Improve Federal Coordination

The conference demonstrated the effectiveness of a strong, coordinated Federal effort. In order to ensure an on-going process, President Clinton, during his address to the conference, directed the Department of Interior, the Department of Commerce, and the Small Business Administration to report back within 90 days with a strategic plan for

“coordinating existing economic development initiatives for Native American and Alaska Native communities, including initiatives involving the private sector.”

As the President's Memorandum directed, the Secretary of Interior, Secretary of Commerce and the Administrator of the Small Business Administration would jointly lead the development of the plan and consult with all interested parties, including tribal governments and other Federal agencies and offices – particularly, the Departments of Housing and Urban Development, Transportation and Agriculture. The plan will build upon current efforts in the agencies and detail future efforts such as providing technical assistance, enhancing infrastructure, and development software. Appendix A contains the President's Memorandum in its entirety.

Listening Session on Economic Development

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DRAFT – November 24, 1998 (6:43PM)

In developing this plan, the Subcommittee and nearly 100 tribal officials attended a listening session on economic development issues co-hosted by the National Congress of American Indians and the Commerce Department's Economic Development Administration in October, 1998, in Myrtle Beach, South Carolina. Among other things, the tribal officials highlighted the need for Federal economic development programs and initiatives to be more easily identifiable and accessible.

Proposed Inter-Agency Plan

In response to the President's Memorandum, and feedback from the listening session with the tribal officials, the Subcommittee proposes the following elements that will constitute its strategic plan:

1. Increasing access to Federal economic development programs and assistance;
2. Increasing economic development opportunities within tribal communities; and
3. Identifying gaps in Federal economic development efforts that may be addressed through administrative and/or legislative remedies.

This plan serves as a starting point for improved Federal coordination and should be viewed as a "living document" -- one that will be amended and modified in consultation and partnership with Indian country.

II. INCREASING ACCESS TO FEDERAL PROGRAMS AND INITIATIVES

The most important aspects for successful economic development in Indian country is access to information and assistance. This includes topics such as listings of available federal programs and their use, assistance on the development of business plans and other business management and administrative guidance, direction to private capital sources, assistance in developing marketing, import/export initiatives and specialized individual technical assistance and training.

A. The centerpiece of the Subcommittee's plan to increase access and improve coordination involves the following proposed actions:

- **Creation of an Information Referral Center on Economic Development.** The Bureau of Indian Affairs (BIA) proposes, for inclusion in the FY 2000 budget request of the President, the creation of a Native American Economic Development Access Center (NAEDAC). This would provide tribes, Indian-owned businesses, the private sector and non-profits easy access to information on a wide range of Federal economic

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development programs and initiatives. The new center would use a toll-free 1-800 number, the Internet and other technology to enable easy and affordable access by the Indian community. The center could be modeled, in part, after the success of Commerce's Trade Information Center, which is a comprehensive resource for information on all Federal government export assistance programs. The BIA would create and provide the basic support for the center. Appendix B contains a detailed proposal on the functions of the center.

- **Memorandum of Understanding Between Key Agencies.** In order to ensure the effectiveness of the NAEDAC center, a Memorandum of Understanding would be implemented between the BIA and key federal agencies with economic development responsibilities. The agreement would outline the responsibilities of each agency in support of the NAEDAC, including the contribution of data and materials and the training of the center's staff on the objectives of each agency's programs.

B. The Subcommittee also has identified other actions that currently are being developed and implemented that will help to increase access and improve coordination:

- **Inventory of Existing Federal Programs.** Work is underway by members of the Subcommittee to produce a comprehensive database of all Federal economic development programs and initiatives impacting Indian country. The BIA will create the database and make it available on their web site and on CD Rom. The inventory also will be produced in hard copy, modeled, in part, after the success of USDA's *Guide to USDA Programs for American Indians and Alaska Natives*, which provides a comprehensive overview of the many important USDA programs available to tribes, including programs administered by the Rural Business-Cooperative Service, Rural Housing Service and Rural Utilities Service. The initial inventory will be completed by the BIA by March, 1999.
- **Strengthening the Codetalk Web Site.** Managed by HUD's Office of Native American Programs, this web site is the oldest federal web site specifically targeting Native Americans. Presently, the site focuses on general Indian housing issues, but is being revamped so that it can serve as a portal to other existing Federal resources for Native Americans on areas, such as welfare reform and economic development. HUD proposes implementing a Memorandum of Understanding with other agencies desiring to participate in *Codetalk*.
- **Strengthen Cooperation Between Agency Field Efforts.** The Subcommittee has identified the need for closer cooperation between SBA's Tribal Business Information Centers and the Native American Business Development Centers funded by Commerce's Minority Business Development Agency (MBDA). Between these two agencies, a total

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of approximately 22 sites are strategically located throughout Indian country, primarily in conjunction with the tribal college system. The centers' products and services need to be as comprehensive as possible and each site should contain an identical reservoir of information and personal assistance.

In addition, the Subcommittee recommends that SBA and MBDA coordinate with the following Federal resources aimed at improving tribal economic development: USDA's Rural Development offices and personnel with expertise in business, community, and housing programs in states with large American Indian reservations; Commerce's U.S. Export Assistance Center, which has a team of experts in key field offices to promote exports by American Indian businesses, particularly in the areas of jewelry, arts and crafts, tourism and entertainment; and HUD's Community Buildings program.

III. INCREASING ECONOMIC DEVELOPMENT OPPORTUNITIES IN TRIBAL COMMUNITIES

The Subcommittee also has identified actions, some of which are currently being developed and some of which are proposed for the future, that will help to support and enhance economic development opportunities within tribal communities. The Subcommittee will work to ensure that information about these activities are disseminated throughout the Federal government and implemented in a coordinated fashion:

A. The following actions are proposed by the Subcommittee to enhance opportunities within tribal communities:

- **Business Deals on Wheels Seminars.** The BIA's FY 2000 proposal for the Native American Economic Development Access Center identifies the need for a coordinated effort to bring existing Federal initiatives directly to Indian communities. Because SBA's Tribal Business Information Centers and MBDA's Native American Business Development Centers are geographically stationary and sometimes hard to reach by those unable to travel, a traveling business seminar would be developed by the Center and manned by a combination of headquarters and field agency personnel, as well as private resources. The seminars would consist of both general sessions and individualized technical assistance on a variety of topics, such as tourism, banking, etc. The seminars would be tailored, where possible, to the community where the seminar is taking place.
- **Demonstration Program on Economic Development.** HUD's Office of Native American Programs, as part of its FY 2000 budget, proposes a demonstration program to improve the utilization of the Indian Community Development Block Grant and Indian Housing Block Grant Program. The two programs combined represent a significant resource for economic or business development.

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➤ **Indian Graduate Business Fellowships.** The Department of Justice's Office of Native American Programs proposes the creation of an Indian Graduate Business Fellowships program in order to address the need for greater managerial and financial expertise in Indian country. In other fields, such as law, Federal Indian fellowship programs have been extremely helpful in developing qualified Indian professionals to serve the Federal and tribal governments as well as the private sector. Experience has shown that a targeted Federal Indian fellowship program for graduate students in business related fields would boost tribal human resources infrastructure and assist in long-term efforts to boost Indian economies. Appropriate legislation and funding would be needed to support the initiative, which could be modeled after the Indian Health Service's Indians into Medicine Program.

B. The Subcommittee also has identified the following actions that currently are being developed and implemented that will have an impact on tribal economic development efforts:

➤ **Study on Lending and Investing in Indian Country.** The Community Development Financial Institution (CDFI) Fund will be conducting a study on lending and investment practices on Indian reservations and other land held in trust by the United States. The components of the study are to (1) identify barriers to private financing; (2) identify the impact of such barriers on access to capital and credit for Native American populations; and (3) to submit a report to the President and Congress with the findings of the study, recommendations to any necessary statutory and regulatory changes to existing Federal programs, and policy recommendations for community development financial institutions, insured depository institutions, secondary market institutions, and private sector capital institutions. In conjunction with the study, the Fund will develop an action plan to determine better ways for accessing credit and lending for Native American communities. This action plan will be developed through a series of workshops in cooperation with Tribal and private sector participation.

➤ **Handbook on "American Indian Reservations and Trust Areas."** Commerce's Economic Development Administration (EDA) will update this publication, which is an important resource for persons interested in doing business on reservations. The handbook provides valuable economic data on all American Indian and Alaska Native communities. Over 5,000 copies of the 1996 version have been distributed to date. EDA also will make the existing handbook available on its web site by March, 1999.

➤ **Implementation of One-Stop Mortgage Center Initiative.** Increasing home-ownership opportunities and access to capital in American Indian and Alaska Native communities was recognized by President Clinton as an integral part of economic development. In early August, the President issued an Executive Order tasking HUD

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and the Department of Treasury to partner with tribal governments, pertinent federal agencies and private partners, to initiate a pilot project to streamline the mortgage lending process in Indian country. Work is underway on the selection and start-up of the pilot projects.

- **Protection of Native American Intellectual Property.** Commerce's Patent and Trademark Office (PTO) proposes to conduct a workshop on how to protect intellectual property through obtaining a patent or trademark. The workshop is timely in light of legislation recently signed by President Clinton that directs PTO to study the protection of official tribal symbols from trademark infringement. The workshop would be held in conjunction with the annual conference of the American Indian Science and Engineering Society.
- **Study on Tribal Technology Infrastructure.** Recognizing the importance of ensuring that Indian communities fully participate in the new information economy, President Clinton's August 6 Memorandum directed the Commerce Department to conduct a study on the state of infrastructure technology needs. EDA will conduct the study, which is due for completion by May, 1999. In addition, Commerce is exploring in general how to help rural and urban distressed communities with a technology-based economic development strategy, including physical infrastructure and upgrading the skills of the local workforce.

IV. GOING FORWARD: IDENTIFYING AND ADDRESSING GAPS

In order to address the on-going need for improved Federal coordination, the Subcommittee will continue to work on a regular basis to identify and address any gaps in the delivery of economic development information and assistance to Indian country. As part of its deliberative process, the Subcommittee will consider whether administrative or legislative remedies are required to create new authority for, or remove barriers to, improving Federal tribal economic development efforts. For example, in April, 1998, Senator Ben Nighthorse Campbell introduced S. 2010, the "Native American Business Development, Trade Promotion and Tourism Act of 1998." The BIA's FY 2000 proposal for a Native American Economic Development Access Center is designed, in part, to address the concerns raised by the legislation.

An important part of the Subcommittee's on-going efforts will involve building partnerships with national organizations, such as the National Congress of American Indians and the National Indian Business Association, in order to identify gaps and solutions in the provision of Federal economic development assistance and to help identify specific tribal educational needs (e.g., how to do bond structurings).

V. CLOSING

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As a result of the President's Memorandum, and the work of the Subcommittee to date, we are entering a new era of Federal cooperation in the area of Indian economic development. There is a renewed sense of excitement and urgency about building upon the progress already made at the *Building Economic Self-Determination in Indian Communities* conference and moving in a direction that will ensure that tribal communities reap the greatest benefits from Federal economic development efforts for generations to come. Under the auspices of The White House Domestic Policy Council Working Group on American Indians and Alaska Natives, and in partnership with the tribes, Indian-owned businesses, the private sector, and non-profit organizations, the members of the Subcommittee stand committed to the goals outlined in this report and, ultimately, to bringing access to Federal economic development programs and initiatives to a new and unprecedented level throughout Indian country.

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APPENDIX B

**Bureau of Indian Affairs
U.S. Department of Interior**

**Outline of the FY 2000 Budget Proposal for a
Native American Economic Development Access Center**

Prospective clients would interface with the Center through a number of ways: (1) an Internet web page; (2) direct telephone technical assistance via a toll-free 800-number; (3) on-site community interaction with business specialists; (4) printed literature; and (5) documentation and instructional CDs. Incoming inquiries would receive almost immediate feedback and response. To make the service easier to use, the center would provide information and technical assistance on a topical basis, so that prospective clients do not need to know the name of a specific agency or program before utilizing the service. Specifically, the Center would have the following components:

Internet resources – The development of a website that would house a **comprehensive inventory of available federal programs** with detailed descriptions of how they may be used by the Indian community. The database will include a user-friendly search engine that would permit users to clearly define their interests and the type of assistance they are seeking in order to better focus their attention to Federal programs that can provide financial and technical assistance. Each participating agency would have access to the BIA-operated web site where they could enter and update the descriptions of all operating programs on a regular basis.

An **online “ask the expert” module** which permits users to ask specific questions about federal programs, their use and general questions about economic ventures and opportunities in Indian Country. Questions will be received in one central site (the Bureau of Indian Affairs) and transmitted via e-mail to the appropriate federal agency for direct answering. Monitoring to ensure that questions are responded to in a timely manner will be conducted by the central web master. A permanent record of incoming questions will be maintained and used to develop user profiles and guide future program efforts.

The web site will maintain a **library of on-line resources**, including links to other Federal agency web sites that include economic development information relevant to Indian Country as well as other private, non-profit information resources.

Telephone Assistance – Because many people do not yet have access to Internet resources, an **“800” number** will be established and widely advertised for the purpose of providing direct discussions with Tribes, Indian individuals and others with questions on doing business in Indian Country. Calls will come into a central site (Bureau of Indian Affairs) and either will be

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answered directly or forwarded to an appropriate party at another federal entity where a more precise answer may be found. A database will be created to record general information regarding incoming calls and the manner in which they were answered. The "800" line would be open from 9:00 a.m. EST until 8:00 p.m. EST to ensure that coverage is available for all time zones.

On-site Technical Assistance - In-depth technical assistance is usually best provided in face-to-face communications. However, many tribes and Indian individuals do not have access to local community resources to assist them in their business development efforts. An effort to provide for more direct technical assistance by knowledgeable federal and private resources can greatly enhance the potential for new business ventures. As outlined in the report, the center will work to promote closer cooperation and information-sharing between SBA's and MBDA's tribal business information centers and organize a series of on-site "Business Deals on Wheels" seminars.

Printed Materials - Each federal agency with programs which can assist economic development activities will provide **informational brochures, pamphlets, etc.**, to the BIA's Center from which the public may request general information (more specific requests such as for regulations would be forwarded to the appropriate agency). A written version of the website containing federal program inventory would be developed so that persons without Internet access may also be able to have access to important Federal program information.

Instructional CD ROMs - Where appropriate, federal agencies will seek to place large volumes of written materials, forms, application criteria, etc., on CDs which can be made available to Tribes and individual Indians. CDs are a more efficient method for distribution of large quantities of written information. **Computer-based instructional CDs** also may be developed, which can be used as learning tools on how to conduct business in Indian Country, how to develop business plans for Indian entrepreneurs and Tribes, and other related topics. The BIA's "*Sharing Our Dream – Doing Business in Indian Country*" is an excellent example of how CD's can be used by tribes in their marketing and other business-related efforts. Additional titles that could be developed by the center include:

- Creating a business plan for small businesses
- Sample legal documents for Tribal governments
- Processing leases for homeownership (in development)
- Best practices in Indian economic development

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