

**AL GORE
AND THE OFFICE
OF THE VICE PRESIDENT
1993-2001**

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INTRODUCTION

Vice President Gore has been, arguably, the most active Vice President in American history. He defined his role from the outset, and took a position whose previous occupants have referred to as anything from “a spare tire on the automobile of government” to “a pitcher of warm spit” and turned it into one of a managing partner.

That shaping of the role of the vice presidency occurred on many levels. In a White House where proximity is paramount, he worked out of an office in the West Wing office. Rather than create competing power centers within the White House, members of Gore’s staff were integrated into that of the president. For example, Al Gore’s Chiefs of Staff also held the title of Assistant to the President. His National Security Adviser, Leon Feurth, sat on the principals committee – the President’s top foreign policy advisory body -- a group comprised of the Secretary of State, the Secretary of Defense, the National Security Advisor, the director of the CIA and the White House Chief of Staff.

On the policy level, the Vice President had spheres of influence, in which he became the voice and final say within the administration – areas such as the environment, high-tech, the Internet, communications, space, reinventing government, voluntary ratings for network television, the tobacco industry, community empowerment, and nuclear disarmament of the former Soviet states.

On a personal level, the president and vice president held a standing weekly lunch. This was an inviolate meeting, which was both a chance to reconnect personally, as well as an opportunity for Al Gore to deliver recommendations in his areas of responsibility. They were often a place where new areas of responsibility were carved out as well.

Additionally, Mrs. Gore also became an active part of the administration – using the office of the “second lady” as a platform for advocacy on the issues of mental health and homelessness, serving as Mental Health Policy Advisor to the President. Both the Vice President and Mrs. Gore used the office to raise the profile of their personal commitment to family policy by moderating conferences called Family Re-Union.

Al Gore came to the Vice Presidency with a record of interests and accomplishment. He was a leader in the congress on the issues of nuclear nonproliferation and technology, and had written a book on the rising challenge of global warming and environmental degradation.

As Vice President, he took on an agenda rooted in administration goals, but one that was also closely aligned with his view of the role of government in a changing society and a changing world. Many of these policies became more clearly articulated and fully formed during his campaign for president, but throughout the course of the administration, his ideas, activities, influence and effectiveness were unparalleled.

II. AL GORE'S DOMESTIC POLICY PORTFOLIO

Al Gore understood that ever since our nation's founding, our boundless search for new frontiers -- our ceaseless quest for knowledge, discovery, and opportunity -- have defined the American experience. However, in inheriting an America battered by recession and swimming in debt the Clinton-Gore administration, it would be necessary to put America's fiscal house in order, while making new investments in education, lifelong learning, and opening markets. He was an early advocate in the administration for fiscal discipline, and in 1993 cast the tiebreaking vote to pass the administration's economic plan. In a speech to the Detroit Economic Club on May 8, 1998, Al Gore would later describe his commitment and the administration's strategy this way:

"The problems came when America took growth for granted --when our budgets became flabbier; our investments flimsier. A vicious cycle began, with faltering growth leading to bigger deficits, and bigger deficits causing higher interest rates --crowding out the private investment that is the real engine of growth and jobs. By the early 90's, we had deficits at record levels, \$300 billion a year, stretching out as far as the eye could see. A quadrupled national debt. Every time businesses tried to invest and expand, the deficit would put pressure on interest rates and the recovery would stall.

"For years, Americans heard there were only two choices: tax and spend, or cut and run. We knew there was a third way: invest and grow.

"We put together a policy with elements that had never been tried in combination before: cut the deficit, open markets, and invest in our people. We replaced the vicious cycle with a virtuous cycle --lower interest rates, more investment, more jobs, more growth --which fuels even greater investment in our future. America's new economic strategy is working. You could call it the law of intended consequences."

During his eight years as Vice President, Al Gore oversaw a wide domestic policy portfolio -- one that encompassed the many facets of the "invest in our people" component of the fiscal strategy. That portfolio included leadership of the National Performance Review (NPR), better known as reinventing government -- the interagency task force to reform and streamline the way the federal government works. Al Gore chaired the Community Empowerment Board (CEB), which led the administration's efforts to renew and revitalize underserved urban and rural communities -- overseeing the empowerment zone and enterprise community programs. He also pursued his personal commitment to family policy and fatherhood through annual family Re-Union conferences held in Nashville, TN. [Because of their levels of documentation and staffing, NPR, CEB, and Family Re-Union are broken out separately in the following pages.]

He served as the environmental conscience of the most pro-environmental administration in history, continuing a personal commitment that began during his service in the congress. [The administration's environmental initiatives were coordinated through the Council on Environmental Quality (CEQ) and are documented in detail in the CEQ history.]

Al Gore also pursued his deep personal commitment to telecommunications, technology and the Internet as tools that could help unleash new innovation and economic opportunity. Al Gore recognized that more than at any time in our history, the strength of our economy, the health of our families, and the quality of our lives depend on advances in science and technology. Our economy has never been more driven by science and technology than it is today. In fact today, information technology alone accounts for one-third of America's economic growth. These are the impacts of scientific research that we can see. Al Gore understood that the real role of science is in the things we can't see. Al Gore fought to promote and sustain the innovation that is now driving the economy well into the 21st century.

He led the effort to deregulate the telecommunications industry, an effort that resulted in the historic Telecommunications Act. He was a leader in fighting for a new tool that parents can use to ensure that the television their children watch reflects their own values -- the v-chip. He led the effort to bring cutting edge technologies into our schools, to connect our classrooms to the Internet and connect our children to the future. He has been in a leader in our commitment to space, announced a new effort to develop a Next Generation Internet, and has fought to make the Internet family friendly.

A. Telecommunications Reform

As a member of Congress, Al Gore had popularized the term "Information Superhighway", and worked to pass critical pieces of legislation that led to the development of the Internet as we know it. As Vice President, he decided to take the next major step in the information revolution -- telecommunications reform.

In twin speeches, at the National Press Club on December 21, 1993 and at UCLA on January 11, 1994, Al Gore outlined the Administration's communications policy and articulated the new challenges that presented for the government: revolutionary technologies are opening the door to a potential future with a new information marketplace that should forever change the way every American lives, works, learns, and communicates.

In the speeches, he outlined five principles for the answer to this challenge: (1) Encourage Private Investment; (2) Provide and Protect Competition; (3) Provide Open Access to the Network; (4) Take Action to Avoid Creating a Society of Information "Haves" and "Have Nots"; (5) Encourage Flexible and Responsive Governmental Action.

At the same time, the administration unveiled draft legislation -- and a de-regulation scheme -- that adhered to these principles and contained many of the key components of what ultimately became the Telecommunications Act of 1996. Throughout the process of passing the Telecommunications reform bill, the Vice President was actively engaged, meeting weekly with the Administration's telecommunications advisors, and fighting for change that would lead to competition, consumer choice and lower prices.

The effects of this legislation have been far reaching. Since passage, the Telecommunications Act's impact is extending throughout the economy:

- The telecommunications industry has grown dramatically since 1996 and is increasingly a foundation of economic growth for the whole economy. Revenues in communications services have grown 17 percent since 1996 while the broader information technology sector (which includes related industries that rely heavily on communications infrastructure) has contributed more than one-third of the growth of real output in the economy between 1995 and 1998.
- The telecommunications industry has grown since 1996, creating 230,000 new jobs and generating \$57 billion more revenues.
- Prices have fallen, consumer choices have increased and the benefits of the digital age have been extended to more Americans.

B. A Wireless Revolution

The 1993 economic plan made wireless communications more competitive and led the way to the PCS market. The President and Vice President's 1993 economic plan, passed with a tie-breaking vote by Vice President Gore, authorized the Federal Communications Commission (FCC) to auction new wireless airwaves and usher in a new era of PCS wireless services. Later Al Gore would launch the PCS auctions and symbolically make the very first PCS phone call by a public official. Since the Vice President's tie-breaking vote, Wireless competition has exploded across the country. [FCC Report: Telecommunications at the Millennium, Feb, 8, 2000] Again, the effects of this commitment have been far reaching

- **10 percent of Voice Traffic Now Carried by Wireless Phones.** In 1995, wireless voice minutes represented less than two percent of all voice traffic. This year (2000), wireless technology will carry more than ten percent of all U.S. voice traffic, as cell phones migrate from the executive suite to the home and the shopping mall and the teenager's pocket.
- **Five Times more wireless phones in America.** In 1993, there were 15 million wireless phones in America. Today, there are 80 million.
- **Prices dropped 40 percent since Act.** Since 1994, the average wireless bill has dropped 40 percent, and subscribership has increased four-fold. Seventy-five percent of Americans have a choice of five or more wireless carriers.
- **Created 100,000 new jobs.** In the years since, wireless services have grown an average of 24 percent annually and created 100,000 new jobs. An estimated 60 million Americans now subscribe to mobile service – more than four times the number in 1993 – and spending on wireless communications rose 14.3 percent in 1998, to \$50.2 billion [TIA press release, 3/5/99; Council of Economic Advisors, "Progress Report: Growth and Competition in U.S. Telecommunications 1993-1998," 2/8/99]

C. Connecting Schools and Libraries

In order for us to ensure that all our children may achieve the American dream, Al Gore has fought for efforts to empower them with the technological literacy they will need to succeed in a new and ever- changing information economy. Al Gore recognized that for the very first time in our history, the Internet now makes it possible for a child in the most isolated inner-city neighborhood or rural community to have access to the same world of knowledge at the same instant as the child in the most affluent suburb. That is why the Vice President has made it a priority to connect every schoolchild in every classroom in America to the information superhighway.

The Vice President has championed the E-rate program, to bring low cost Internet access to schools across the country. He has also announced new efforts to make sure that teachers have the skills they need to ensure that they can use technology as easily as they use the chalkboard today; new efforts to ensure that we don't have a digital divide that separates people who have access to information and those that don't; and efforts to ensure that children and teachers have access to learning software that is as engaging for children as the best video games.

Setting the Agenda on Educational Technology

In 1994, in order to bring the promise of the information age to all of our children, Al Gore set a goal of connecting every classroom and library in the country to the Internet. At the time, only a handful of classrooms across the country had even access to a modem (3 percent) and as many as 35 children would share one computer. To achieve these goals, Al Gore laid out a vision of four pillars (computers, connections, teacher training, and learning content) to achieve this goal. He also helped to raise federal investments in educational technology from under \$30 million a year to more than \$900 million as proposed in the President's budget – up 3,826 percent from beginning of Clinton's first term. Additionally, Al Gore fought for and won the E-rate which is now putting the future at our children's fingertips with \$2.25 billion in help this year alone.

Results: Putting The Future At The Fingertips Of Our Children

For the very first time in our history, it is now possible for a child in the most isolated inner-city neighborhood or rural community to have access to the same world of knowledge at the same instant as the child in the most affluent suburb.

- **20 Fold Increase in Classroom Connections.** When Gore first laid out the challenge to connect children to the Internet, only 3% of classrooms were connected. Now, 63% of classrooms and 95% of schools are connected to the Internet. [National Center for Educational Statistics]
- **More Tools In the Hands of Children.** We have made stunning progress in getting computers to children in the classroom too. In 1994, 35 students had to share one multimedia computer. Today, less than 10 students have to share a multimedia computer. And there are now six children for every instructional computer (an instructional computer does not have to

have multimedia computer). [EdWeek; Technology Counts; Market Data Retrieval [Dept. of Education, National Center for Educational Statistics]

- **400,000 Teachers Getting Trained.** Under a program that the Vice President first proposed and announced, grants supported by the Department of Education are training 400,000 new teachers to use technology effectively in the classroom
- **Connecting Every School in Every Empowerment Zone.**
- **Research Shows Educational Technology Makes a Difference.** Research shows that educational technology can improve student test scores, reduce drop-out rates, and increase parental involvement in education. We have a responsibility to ensure that all of our children have access to these powerful new tools for teaching and learning as we enter the 21st century.

E-rate Timeline:

There isn't a particular date of birth for the e-rate. Below are the significant dates in the birth of the e-rate.

- Jan 11, 1994 Gore, in speech to Superhighway Summit in California, lays out administration goals for telecommunications reform and articulates new goal of connecting every classroom and library to the Internet.
- 1994 State of the Union, President reiterates the Vice President's goal of connecting every classroom and library to the internet
- Feb 8, 1996, the President signs the Telecommunications Act which includes historic new provision to provide schools and libraries to the Internet
- May 8, 1997, the Vice President congratulates the FCC for their unanimous decision in which they agreed to the administration's proposal to provide up to \$2.25 billion a year under the e-rate program to connect schools and libraries to the Internet,
- Nov 23rd, 1998, the Vice President announces the launching of the e-rate and announces the first \$1.9 billion in e-rate funding to connect schools and libraries to the Internet.
- As of today, the E-rate has provided more than \$10 billion in funding to connect schools and libraries to the Internet and provide children and teachers with an incredible new tools for learning. At the point when the Vice President first outlined the goal for connecting schools and libraries to the Internet in 1994, only 3% of classrooms had access to a telephone line to connect a modem. Today more than 60% of classrooms and 95% of schools have Internet connections.

D. Giving Parents the Tools They Need

Al Gore and Tipper Gore are leaders in the fight to give parents new tools to help raise their families in a changing world. They believe we can give parents the information and means to protect their children from inappropriate content, while also providing educational and instructional material that can lead to more healthy and productive lives.

They fought for the V-chip and the television rating system to help parents take back control of their televisions; they helped create a music labeling system that notifies parents of explicit lyrics that may not be appropriate for children; and they encouraged the development of new and better tools for parents and teachers to protect children from inappropriate material on the Internet.

Together, they have spoken out for more responsibility on the part of the entertainment industry and called for an immediate cease-fire in the marketing of violence towards children. While they cherish and honor the First Amendment that we all hold dear, they also believe that industry can do more to provide parents with real choices.

A Content-Based Television Ratings System

Striving to protect children from violence and adult content on television, the Vice President garnered a breakthrough agreement from the television industry to create a new content-based voluntary ratings system. The new system went into effect October 1, 1997, giving parents the information they need to determine if television shows are appropriate for viewing by their children and to identify which programs they may want to block from their homes through screening technology (the V-chip). The voluntary rating system includes age- and content-based ratings.

Helping Parents Control What Comes Into Their Living Room with the V-Chip

Five years ago, the Vice President Gore used his Family Policy Conference in Nashville to call for V-chip legislation -- to give parents new tools to help them screen out television programs that are not fit for their kids. Under strong leadership from the White House, the following year saw Congress enact the Telecommunications Act of 1996 which included V-chip legislation. As of January of this year, all new television sets 13 inches or larger contain the V-chip.

Hosting the White House Conference on Children's Television

The Vice President also want more positive educational programming on television. In July 1996, the President and Vice President convened the White House Conference on Children's Television to improve and expand educational television for children. Conference participants included parents, industry representatives, advocates, experts and advertisers. At the Conference, the television industry joined with the President and agreed to air more educational and instructional children's shows.

Encouraging More Educational Television

At the President and Vice President's urging, the Federal Communications Commission (FCC) adopted clear and concrete rules to encourage the development and promotion of TV programming that would be both welcomed by parents and watched by children. The rules require

three hours of regularly scheduled, half-hour weekly educational and instructional programming as a requirement for license renewal.

Promoting a "Family Friendly" Internet

The Vice President has worked to make cyberspace a safe place for children. In 1997, the Administration has enlisted the assistance of numerous stakeholders, including industry leaders, teachers, parents, Internet users and librarians to work towards the creation of a "family friendly" Internet. The Administration's three part strategy includes: (1) industry commitments to provide blocking, filtering and labeling technology for use by parents and teachers using the 'Net; 2) effective enforcement of existing laws; and 3) increased parental awareness and involvement. This strategy is designed to give parents and teachers the tools they need to prevent children from getting access to inappropriate material on the Internet, and to guide them towards high-quality educational resources.

Keeping Children Safe on the Internet with the Parents' Protection Page

In the wake of the Columbine Tragedy last year, the Vice President announced the parents' protection page, an important new commitment by the country's premiere Internet companies to give parents the resources they need to protect their children from inappropriate material on the Internet. The parents' protection page, now known as GetNetWise.com, provides parents with the tools and knowledge to supervise and guide their children's online activities. In addition to giving parents access to more than 100 blocking, filtering and monitoring tools, this page includes information for parents, teachers and children on how to report crime or other troubling activity online. The parents' protection page also can serve as a guide to finding the vast array of high quality educational materials online.

E. Promoting Technologies of the Future

While he was working to ensure that the best of current technology and the skills needed to benefit from it became more widely available to all Americans, and that the growth in technology didn't compromise family's values or parental control, Al Gore was also promoting the promising technologies of the future.

Gore led efforts to develop new, faster "Next Generation Internet."

Vice President Gore has championed the Next Generation Internet, which will move at speeds 1,000 times faster than today's. In April of 1998, the Vice President announced \$500 million in private investments that will encourage develop of this new, faster version of the Internet. [AP, 4/15/98]

- **Gore called for the creation of a new Global Information Infrastructure (GII).** Building on the National Information Infrastructure (NII) agenda he announced in 1993, Vice President Gore promoted the development of a global information infrastructure at a United Nations conference on telecommunications in 1994. The Global Information Infrastructure (GII) would create a global network of computer networks to expand access to basic phone

service and communications, improve the delivery of education and health care, and create new economic opportunities around the world. [Penny Hill Press, 4/95; Los Angeles Times, 3/22/94]

- **Gore spearheaded the effort to increase e-commerce.** Vice President Gore is leading the Administration's efforts to promote and develop e-commerce on the Internet. In 1997, he articulated five guiding principles for e-commerce: private sector leadership, avoidance of undue restrictions, establishment of a legal environment based on a contractual model of law, recognition of the unique qualities of the Internet and facilitation of e-commerce. To further develop e-commerce, the Vice President supported a 3-year moratorium on Internet access taxes and taxes that discriminate against e-commerce and called for greater online privacy protections. [Computerworld, 6/29/98; "The Emerging Digital Economy II," Department of Commerce, 6/99]
- Since the President and Vice President laid out the framework for Global Electronic commerce, the President has signed the Internet Tax Freedom Act, the Digital Millennium Copyright Act, digital signature legislation, and legislation on children's privacy. The Administration has also negotiated a multilateral agreement to make cyberspace a "duty-free zone" – and bilateral and multilateral agreements to advance the Administration's principles on global electronic commerce.

E. A Long-Term Commitment to Protecting Privacy

Al Gore believes that protecting privacy is a core American value, and has been a leader in protecting personal privacy. As the information age unleashes a wealth of new information, Al Gore has worked to see that we do not ignore the risks to individual privacy. That is why he has called for an Electronic Bill of Rights for this electronic age. It includes the right to choose whether personal information is disclosed; the right to know how, when, and how much of that information is being used; the right to see it yourself; and the right to know if it's accurate.

Protecting Children's Privacy.

In July of 1998, Al Gore called for strong new measures to protect children's privacy on-line --by ensuring that data is not collected from children without their parents' consent. Later that year, the Congress approved and the President signed into law the Children's Online Privacy Protection Act of 1998. This new statute became effective this April. Now, children's web sites can gather personal information only with verified parental consent.

Stopping Identity Theft

Similarly in 1998, Al Gore called on Congress to pass legislation sponsored by Senators Kyl and Leahy to crack down on "identity theft," which is the fraudulent use of another person's identity to facilitate the commission of a crime, such as credit card fraud. Later that year, Congress passed and the President signed the Identity Theft and Assumption Deterrence Act of 1998.

Taking on Online Profiling

Responding to a request from Al Gore last summer, the Commerce Department and the Federal Trade Commission held a public workshop last fall on online profiling by companies such as DoubleClick. The workshop prompted intense work on an industry code of conduct, which is in the late stages of negotiation.

Protecting Medical Privacy

Although Congress has not passed legislation, the Administration has moved forward with major rules on medical records privacy, which will become final by this fall. As Al Gore announced in 1998, there will be no unique health identifier until and unless comprehensive medical privacy protections are in place.

Promoting Internet Privacy

Al Gore has been a champion for strong Internet privacy protection. In 1998, only 15% of commercial web sites had privacy policies. By May of this year that figure had risen to 88%. Although he continues to push for a higher quantity and quality of privacy policies, his leadership has brought substantial progress.

Prohibiting Genetic Discrimination

The President issued an executive order in February, 2000 prohibiting use of genetic information in hiring or promotion decisions in federal agencies.

Enforcing Financial Privacy

As Al Gore advocated in 1998, financial services regulators can now effectively enforce privacy policies under the financial services modernization bill enacted in 1999. That bill also included the notice and choice elements from the Al Gore's Electronic Bill of Rights.

New Steps on CyberStalking

Al Gore helped provide greater awareness about the growing issue of cyberstalking when he called for and then released a Justice Department report analyzing the nature and extent of the cyberstalking problem, current law enforcement and industry responses and the adequacy of existing federal and state laws. This report not only helped to create a greater awareness about the issue but also demonstrated the need for stronger federal and state laws.

Protecting Privacy of Domestic Violence Victims

In 1998, Al Gore announced a new policy to allow victims of domestic violence to change their Social Security number allowing victims of domestic violence to escape their abusers

Promoting New Technologies That Protect Privacy

Al Gore has been an early promoter of private sector technology development like the Platform for Privacy Preferences, or P3P, which he singled out in 1997, as a promising new technology for helping to protect privacy online. P3P allows computer users to set their privacy preferences and block sites that don't meet their standards. The P3P standard is set to be finalized in late June.

F. Al Gore: A Leader on Space

During his 8 years, the Vice President has played a key role in defining America's future in space, serving as the administration's key voice in space related issues.

Protecting America's Investment in Space Exploration and Discovery

Throughout his term in the Senate and as Vice President, Al Gore has supported our space program as a national investment in the future. The Vice President has played a key role keeping NASA's budget at a stable level, even when the fiscal pressure to balance the federal budget were at their peak. More importantly, when the Republican leadership sought to slash NASA funding by over \$1 billion in 1999, Al Gore was the first to step in and fight for restoration of the President's requested budget. Throughout his service as Vice President, Al Gore has personally visited NASA's facilities and has met the men and women who make up America's space program. From these experiences, he has gotten a first-hand impression of the important role that the space program plays in America's future and he is committed to ensuring that our proud tradition of space exploration and discovery continues in this century.

Transforming NASA into a High-Payoff Investment in America's Future

When Al Gore became Vice President in 1993, only one-third of NASA's budget was devoted to the sciences and aerospace technology. Furthermore, NASA was criticized as having a bloated bureaucracy, employing too many civil servants (25,000), and pursuing missions that were too ambitious, too expensive, and took too long to develop. During that period, NASA was launching only two Earth and Space Science spacecraft each year, with an average cost of more than \$500 million and an eight-year development time. Through the Vice President's leadership and, particularly, his efforts to reinvent government throughout federal agencies, NASA is a transformed agency. NASA's annual budgets are responsible in recent years and its civil service workforce is under 18,000, with its headquarters staffing at about half its 1992 level. The percentage of the NASA budget devoted to the sciences and aerospace technology has increased to 42%, even though the total amount appropriated to NASA by Congress last year is actually more than \$500 million less than when he came to office. Compared to 1991, NASA is now launching an average of eight spacecraft per year versus two, while developing them at one third the cost and in half the time. The cost of Space Shuttle flights is down by more than a third and all safety indicators are significantly improved.

Moving the International Space Station off the Drawing Boards and Into Space

Under the Vice President's leadership, the International Space Station program has moved from a concept to a reality. Prior to the Administration's first term, 10 years and \$10 billion

dollars had been spent on Space Station Freedom without a single pound of flight hardware ever launched. Today, the International Space Station is well under construction with astronauts having moved in this summer. During the five years since the Clinton Administration's 1993 redesign, the U.S. and foreign partners have built nearly a million pounds of flight hardware.

The International Space Station also serves a purpose beyond the scientific and technical advances that the program will yield. As part of the overall redesign of the program in 1993, the international partnership invited Russian participation in the program. The Space Station has served as a focal point for tens of thousands of Russian scientists and engineers during an unprecedented and sometimes unstable period in their evolution towards democracy. Even in the most tense moments of U.S.-Soviet relations, space cooperation was a symbol of our commitment to explore the universe on behalf of all nations. Al Gore felt that the long-term benefits of ending the Cold War space race and beginning a new chapter in US-Russian space relations will create a more stable, peaceful and predictable world for future generations. The Vice President's leadership on the Space Station has also helped open new commercial partnerships with Russia. U.S. industry has broadened their competitive reach, partnering with Russian and Ukrainian firms involved in the Space Station to establish new commercial services and products in areas ranging from launch vehicles to satellites to rocket engines.

Opening Up New Opportunities for Revolutionary Space Transportation Technology

In 1994, the Administration announced a strategy to pursue low-cost access to space, resulting in a 1998 government/industry announcement to design, develop and fly two new rockets that will reduce launch costs by 25 to 50 percent over the next 20 years. These steps will improve access to space for both commercial and government payloads well into the next century. In line with the Vice President's emphasis on forging new partnerships between industry and government, the government's investment in these new systems was matched by \$2 billion in private investment.

The Vice President has also led the way in encouraging NASA to push the cutting edge and invest in revolutionary reusable launch technology that can serve America's space program in the future. NASA is at work with its industry partners to build and fly reusable launch vehicle technology demonstration vehicles under a government-industry program. The long term goal is to reduce launch costs by a factor of ten within ten years. NASA has committed more than \$900 million to the X-33 program, along with more than \$200 million in private investment. Both the X-33 and the smaller X-34 well into their construction phase. The Vice President led the charge for a dramatic increase in funding for this next year's NASA budget, proposing a \$4 billion initiative over 5 years to take the next concrete step towards a new vehicle to replace the Shuttle.

Leading Efforts to Improve Shuttle Safety and Efficiency

Since 1992, the Vice President has played a key role in supporting NASA's efforts to improve the safety and reliability of the Space Shuttle system, as well as its operational efficiency. Through a series of technical and process improvements, NASA has significantly reduced risks by improving the design of the Space Shuttle Main Engine. Since 1997, NASA has conducted 12 consecutive launches over the past two years within the prescribed launch window (excluding

weather scrubs), and reduced the average number of in-flight anomalies by a factor of three since 1992. At the same time, operational efficiencies and performance improvements have combined to cut by half the cost per pound of payload delivered to orbit while decreasing overall program funding by more than 30%. To continue this record of safety and success, the Vice President fought hard for a \$250 million upgrades initiative to the Shuttle program in the Administration's current budget request.

Expanding Our Scientific and Technical Horizons in Space

Since the first Hubble repair mission in 1993, Americans and people the world over have been astounded and inspired by an amazing succession of Hubble Space Telescope images that deepen and challenge our understanding of the universe in ways we could not have imagined even ten years ago. NASA's Mars Pathfinder and Sojourner rover likewise captured the imagination of people around the world during their mission of discovery in the summer of 1997. NASA's Lunar Prospector has detected evidence to suggest the presence of ice on the moon. Galileo's images and discoveries in the Jupiter system suggest that there may be oceans on one of Jupiter's moons, Europa. And over the past few years, scientists from around the world have detected evidence for more than 20 planets around other stars in our galaxy—establishing the foundation for the Vice President's push for a \$900 million Origins initiative to detect and characterize planetary systems beyond our solar system.

The Vice President has been at the forefront of supporting NASA's efforts to expand our scientific and technical understanding of the universe. He has set NASA on a course of revolutionizing space exploration by replacing large, complex spacecraft with smaller, "faster, better, cheaper," and more frequent missions with shorter development times. This new approach to space exploration has allowed NASA to cut average development costs by more than half while almost doubling the number and frequency of Earth and space science missions. It also means that when failures happen, our entire exploration program is not halted. Over the past 5 years, the Vice President has played a key role in increasing funding for space science.

Advancing Our Ability to Environmentally Monitor Earth from Space

Space-based Earth observation provides a wealth of valuable information for the protection of public health, safety, and national security. Understanding the requirement for an efficient earth observation systems, the Vice President led the Administration's efforts to save the Landsat 7 spacecraft. He also was instrumental in bringing NASA, NOAA and the USGS together to reduce redundancy in the operation of space-based observation systems, the Administration established a single, converged National Polar-Orbiting Environmental Satellite System (NPOESS), which activated a common ground station to control both DoD and NOAA weather satellites in 1997. The Vice President's support for these programs, as well as his leading role in supporting NASA's Earth Science and NOAA's satellite missions, has resulted in powerful new tools for analyzing weather, and for long-term prediction of floods, drought, violent storms, and other natural occurrences.

G. Gore Techs

Al Gore believes that innovation was the engine of economic growth and technology was its fuel. Beginning in January of 1997, he began a series of more than two dozen meetings with information age leaders from around the country in a series of conversations that he called Gore-Techs. These meetings focussed on how we can learn from this new economy and make a difference to real people. These leaders represented some of the brightest minds from some of the most innovative companies from a sector that is leading the country in innovation and economic growth. Many have organized themselves around a new set of new ideas where decentralization, customization, flexibility and innovation matter. They have discussed how to unleash the innovate spirit in America and tackle some of the challenges that America faces like providing better educational opportunities and learning how government can transform itself taking advantage of these new ideas.

In April of 1997, these leaders brought together a group of 250 high-tech industry leaders to a White House event to announce that they would endorse the President's national standards and testing initiative. These industry leaders also agreed to write to all governors, chief state school officers, and state board of education chairs calling on them to support national standards.

In June of 1997, they announced a new multi-million dollar private sector fund to support public school reform. The fund, spearheaded by many of these high-tech leaders, will support the start-up, speed-up and turn-around of public schools across the nation.

Also in June of 1997 they announced a cutting edge information tool, called the Dashboard, which will connect parents and teachers through the Internet. For example, parents will be able to track a child's math scores or learn more about their child's homework assignments. This tool was developed when several companies responded to a challenge I issued to find a creative way to help parents be more involved in their children's learning.

And several of these companies stepped forward as a result of our conversations and pledged specific help in making the Internet family friendly by pledging to make filtering technology and voluntary rating systems effective, easy to use, and widely available.

This was a new kind of working relationship for a new kind of economy. It demonstrated how we can bring some of the newest technologies to bear on some of our oldest of values. It is an example of the new ideas that needed to be brought to the table to accomplish social change in an era of fiscal responsibility.

Appendix: (Document Annex 1)

- A. Backup memoranda and documents (filed by issue area)
- B. CD-ROM of Al Gore speeches 1994-2001

- C. Videotapes of Al Gore's Speech to the 1996 Democratic National Convention and debate with Jack Kemp.
- D. Selected Al Gore Speeches book
- E. Al Gore schedule document (chronicles Al Gore's activities every day of the Vice Presidency).

III. REINVENTING GOVERNMENT

The National Partnership for Reinventing Government (NPR), originally the National Performance Review, was the Clinton-Gore Administration's interagency task force to reform and streamline the way the federal government works. It was the eleventh federal reform effort in the twentieth century. In creating NPR on March 3, 1993, President Clinton said: "Our goal is to make the entire federal government less expensive and more efficient, and to change the culture of our national bureaucracy away from complacency and entitlement toward initiative and empowerment."¹

Based on the President's challenge, Vice President Gore set out to create a government that "works better, costs less, and gets results Americans care about." The President asked the Vice President to report on the findings of this National Performance Review within six months. Vice President Gore, however, went far beyond preparing a report and led an effort that evolved into the longest-running and most successful reform effort in U.S. history to date. After the initial report, the NPR team undertook the implementation of the many recommendations, then conducted a second round of reviews in 1995. In the second Clinton-Gore term, NPR changed its mission, approach – and name -- to focus on leading a fundamental culture change in the government.

From Red Tape to Results: Creating a Government That Works Better and Costs Less -- 1993

Vice President Gore led a task force that included about 250 career civil servants, a few state and local government employees, and several private sector consultants, including David Osborne, co-author of the book "Reinventing Government." The task force was organized into two sets of teams. One set of teams reviewed individual agencies. The other set of teams focused on government-wide systems – procurement; budget; personnel, etc. These teams were expected to produce recommendations for tangible improvements on the government's services to the public.

The President also directed agencies to create their own internal reinvention teams to work with NPR to develop other recommendations for improvements. In addition to these teams, Vice President Gore asked agency heads to create "reinvention laboratories" – units within agencies that would pilot innovations in service delivery. Reinvention laboratories were also granted waivers from internal agency rules to allow them the flexibility to be creative. This combination of centralized efforts to change basic systems, such as the procurement system, and directly involving frontline employees, such as the creation of reinvention labs, was a unique approach to government reform.

Vice President Gore personally led a series of "town hall" meetings in several dozen agencies to learn first-hand the problems facing employees. In June 1993, the Vice President

¹ Presidential Documents, March 3, 1993.

also hosted a "Reinventing Government Summit" at Constitution Hall in Philadelphia. He invited corporate executives, government leaders, and consultants who were leaders in organizational change. This summit provided a business perspective on reforming the government and business approaches to managing change. There, he learned the critical importance of moving quickly rather than incrementally in getting change to happen.

Strategically, the Vice President chose to focus efforts on *how* the government works, not on *what* it should be doing. In addition, he chose to target overhead costs, not the traditional approach of reorganizing existing agencies. NPR started its work in April 1993 with a set of principles and a clear vision of what it wanted to accomplish. The main objective was to create a government that works better and costs less by empowering employees to put customers first, cutting the red tape that holds back employees, and getting back to basics.

The Vice President also told the NPR team that, where possible, recommendations be changes within the power of the executive branch, not proposals requiring statutory changes – and that recommendations for "further studies" were not acceptable. As a result, NPR chose to target overhead costs, not the organizational structure, of agencies. Working against a six-month deadline ensured the work was focussed and not over-analyzed.

Before the original report was published, the Vice President met with each agency head to ensure his or her personal support for proposed recommendations. The Vice President understood that the success of reinvention could not be realized if the most senior-level officials weren't supportive, regardless whatever ideas NPR may generate. He also met with President Clinton a number of times on selected proposals.

The Vice President formally presented the finished report to President Clinton on September 7, 1993 in a ceremony on the South Lawn of the White House. Standing before the Cabinet, key members of Congress, the NPR team, and a symbolic backdrop of forklifts full of regulations NPR proposed being eliminated he said: "This report will tell us how to cut waste, cut red tape, streamline the bureaucracy, change procurement rules, change the personnel rules, and create a government that works better and costs less."²

The report, *From Red Tape to Results: Creating a Government That Works Better and Costs Less*, offered 384 major recommendations. The President committed his support to implement all of them, saying: "There are lots of places in this report where it says 'the President should,' 'the President should.' Well, let me tell you something, I've read it, and where it says 'the President should,' the President will."³

The report was based on 38 "accompanying" reports that detailed 1,250 specific actions intended to save \$108 billion (over a five year period) by reducing the number of overhead positions (management, procurement, financial management, etc.). The Vice President said these efforts would begin the shift from an Industrial Age, hierarchical bureaucracy to an Information Age organization of fluid networks. He concluded that making real and lasting change in government would require years of concentrated effort. He said: "In a large

² White House Press Release, September 7, 1993.

³ Presidential Documents, September 7, 1993.

corporation, transformation takes 6 to 8 years at best. In the federal government, which has more than 7 times as many employees as America's largest corporation, it will undoubtedly take longer to bring about the historic changes we propose."⁴

Shortly after releasing the report, most of the task force staff returned to their home agencies. About 50 staff remained to start implementing overarching initiatives including customer service, reinvention laboratories, streamlining headquarters functions, and staffing cross-agency councils. Initially, the staff thought that laying out the implementation strategy would take three to six months. However, the Vice President was determined that this report would not "wind up on some dusty bookshelf." As a result, the task force designated a champion for each of the 1,250 action items to be responsible for implementation of that item, with a status report on progress submitted to NPR every six months.

The report was one of the first government documents posted on the Internet, and within days over 100,000 copies had been downloaded. The report quickly headed the New York Times best seller list. Max Dupree, a popular business book author, called it "the best book on management available in America."⁵ A leading political scientist, James Q. Wilson, said, "In my judgement, the Gore Report is the best White House statement I have ever read about what citizens really want from government administrators and how, in theory, that can be delivered."⁶ In December 1993, the General Accounting Office announced that it disagreed with only one of NPR's 384 recommendations.⁷

Implementing the Original Set of Recommendations -- 1994

Immediately after the original report was released, the President and Vice President toured the country to spread the word about their reinvention efforts in the government. Within days after the report was released, the President issued a series of directives to implement a number of the recommendations including: reducing the work force by 252,000 positions; cutting internal agency regulations in half; and requiring agencies to set customer service standards. Ultimately, President Clinton signed more than 50 directives implementing NPR actions (see appendix B for list).

Also in 1993, President Clinton signed the Government Performance and Results Act. The intent of this law is to transform government agencies into performance-based and results-oriented organizations. This law requires agencies to develop strategic plans describing their overall goals and objectives, and matches these plans with quantifiable measures of performance, and report annually on progress against these measures. GPRA provides a mechanism for agencies and legislators to gauge the progress of government operations per agency, and assess how each agency could improve its operations and service to the public to produce better results. The first reports from agencies were submitted to Congress in March 2000.

⁴ NPR Report, 1993, *From Red Tape to Results*, Penguin Books version, page lxiii.

⁵ "Reinvention Reading," *Reinvention Roundtable*, Feb. 18, 1994, p. 6.

⁶ "Reinventing Government," the Gaus Lecture, American Political Science Association, Sept. 2, 1994, p. 18.

⁷ "Management Reform: GAO's Comments on the National Performance Review's Recommendations," GAO/OCG-94-1, December 1993.

NPR approached the implementation of these actions at three levels: government-wide, agency-specific, and employee-focused. Among the most notable government-wide accomplishments in 1994 were:

- Working with Congress to pass laws that improved how the government did business. This included reforms such as providing agencies with the authority to reduce the size of the workforce (by offering bonuses for employees leaving voluntarily), simplifying the government's procurement system, and requiring agencies to have audited financial statements. Ultimately Congress passed more than 90 laws based on recommendations made by NPR (see appendix C for list).
- Helping agencies create their first sets of customer service standards.
- Developing the "Hammer Award" so the Vice President could publicly recognize innovative teams of federal employees who had reinvented their part of the government.

Individual agencies were responsible for implementing two-thirds of the recommendations because they were specifically targeted to them. The remaining recommendations affecting all agencies (i.e. budget or civil service reforms) became the responsibility of interagency groups (such as the Chief Financial Officers Council), the Office of Management and Budget (OMB), or NPR.

To assist in communicating the reinvention message to the federal work force, NPR developed a variety of materials including: a training video, an interactive CD-ROM disk of the original reports, an electronic forum on reinvention issues involving hundreds of people across the country, and created a newsletter for federal employees. The task force also sponsored "Net Results" – an electronic interchange of information and ideas among federal employees and the general public. This was adapted into the NPR main web site (www.npr.gov) with links to a series of other related sites. (see Appendix D for list).

Phase II of the Performance Review: Creating a Common Sense Government -- 1995

Recognizing the election of a new Congress in Fall 1994 as an opportunity to promote change, President Clinton asked Vice President Gore to launch "Phase II" of reinvention. By this point, agencies reported that they had implemented one-third of the original recommendations that locked in \$58 billion of the originally anticipated \$108 billion in total savings. The emphasis of Phase II was on *what* government should be doing, but also included additional reforms to make the government work better. By September 1995, NPR had made approximately 200 new recommendations with an estimated savings impact of nearly \$70 billion over a five-year period.

Specific Phase II initiatives included:

- **Undertaking a major reform of the regulatory system.** In February 1995, President Clinton directed the heads of about 65 regulatory agencies to: cut obsolete regulations, reward results, not red tape; get out of Washington – create grass roots partnerships; and

negotiate, not dictate. He asked that they report progress to him in 100 days, which they did. Agencies identified \$28 billion that could be saved each year by reducing regulatory burdens and eliminating 16,000 pages of unnecessary regulations. They also proposed changes to the ways they enforced regulations by increasing the use of partnership arrangements, and shifting the historical emphasis on identifying procedural violations.

- **Having agencies review their current programs to identify areas that could be eliminated.** This led to the elimination of 250 programs and agencies, such as the Tea Tasting Board and the Interstate Commerce Commission.
- **Expanding customer service standard programs.** NPR's October 1995 "Customer Service Standards" report showed 214 agencies with over 3,000 standards of service to the public, more than double the prior year.
- **Using benchmarking studies.** These were used to encourage broad action across agencies on specific issues, such as "1-800" numbers call centers and best practices in downsizing and handling customer complaints.
- **Expanding the use of results-based grants with state-local governments through the use of performance agreements in place of restrictive grant programs.**

In an introduction to the commercially-printed version of the Phase II report, *Common Sense Government*, author Philip K. Howard said this report "boldly announces a strategy to reverse direction toward a government which, whatever its regulatory goals, will be able to serve American citizens instead of crushing us under rigid and often incomprehensible dictates. By laying aside political bickering, this nonpartisan plan holds the key to alleviating the frustration of Americans of every interest and philosophy."⁶

Governing in a Balanced Budget World: A New Challenge -- 1996

By early 1996, the Administration's commitment to produce a balanced federal budget came to the forefront as the government faced declining fiscal resources. This meant that agencies would be called upon to again reduce resources – not in the name of reinvention but due to fiscal constraints. Vice President Gore recognized that agencies needed help responding to these impending resource cuts. Therefore, he proposed new strategies for how the Administration could responsibly govern in a balanced budget world. These strategies included:

- Creating "Performance-Based Organizations," in which offices that deliver measurable services would get greater autonomy, in exchange for greater accountability for results;
- Dramatically improving customer service;
- Increasing the use of regulatory partnerships, and

⁶ Vice President Al Gore, "Common Sense Government: Works Better and Costs Less," (New York: Random House) 1995, p. xvi.

- Creating performance-based partnership grants.

The Vice President concluded his proposals by noting that “if we do all these things we can balance the budget and protect the priorities of the American people. If we don’t do these things, we’ll balance the budget anyway, but ordinary people could suffer and trust in public institutions could further erode.”⁹

In late 1996, toward the end of the first Clinton-Gore Administration, NPR re-assessed the overall status of reinvention in government. Although many improvements had come about, it was apparent that many federal employees still didn’t really know or understand the core principles underlying reinvention. NPR saw a disconnect between the senior and middle managers on one hand and frontline employees on the other. Frontline employees who worked for managers that were not supportive of reinvention had no idea about the improved flexibility and changes that had been made by Congress, the White House or their own agencies. This assessment spurred a shift in the focus of reinvention and changed the scope of NPR’s efforts.

**Reinvention in the Second Clinton-Gore Administration:
Changing The Culture of Government Agencies -- 1997-2001**

At the beginning of President Clinton’s second term in January 1997, NPR shifted its approach in an effort to accelerate changes in government and spread reinvention. In the first Administration, the task force had focused on encouraging hundreds of frontline teams to reinvent their departments or a certain part of the government. However, by 1997, NPR decided it was necessary to shift the focus of reinvention toward the transformation of entire agencies instead of only select portions -- especially in those agencies with direct impact on the public. This new focus was intended to permanently imbed reinvention in the day-to-day operations of the government.

The Blair House Papers. To signal this new approach, the President and Vice President spoke to the new Cabinet in their first meeting of the new Administration in January 1997 about the “rules of the road for reinvention” that they should follow. These were summarized in *The Blair House Papers*, a collection of practical “rules” for reinvention success. *The Blair House Papers* included the most successful change techniques developed during the first term for agencies to use to further reinvention. These tools were organized around delivering great service, fostering partnership and community-based solutions, and using reinvention to get the job done with less.

Access America. In early 1997, NPR built upon its earlier recommendations to use technology to transform government by issuing a new set of commitments. This report, *Access America: Reengineering Through Information Technology*, laid out a series of actions to “serve the public on its own terms” and provide agencies the tools to operate an electronic government. Working with the Government Information Technology Services Board and the Chief Information Officers Council, NPR co-sponsored several dozen task teams to act on the commitments laid out in the report. The report led to statutory changes, for example on

⁹ Reinvention’s Next Steps: Governing in a Balanced Budget World, p. 13 (March 4, 1996).

electronic benefits transfers and electronic signatures, as well as administrative changes, such as Presidential directives on training and transactions-on-line.

High Impact Agencies. NPR focused on 32 agencies designated as “High Impact Agencies.” They were selected for concentrated efforts to transform their performance, even in the face of reduced budgets. These agencies were chosen based on their high degree of interaction with the public, business, or their operational impact on other federal agencies. These 32 High Impact Agencies employed 1.4 million of the 1.8 million civil servants in the federal system. Among these agencies were the Internal Revenue Service (IRS), the Social Security Administration (SSA), the Weather Service, the Customs Service, the Park Service, the Patent and Trademark Office, the Occupational Safety and Health Administration (OSHA), and the Food and Drug Administration (FDA). (see Appendix D for list).

The leaders of the High Impact Agencies committed to more than 250 specific improvements in services to the public, which were to be completed by the end of fiscal year 2000. Their specific reinvention commitments were included in the President’s fiscal year 1999 Budget. By December 2000, these agencies reported that 96 percent of their goals had been met or would be met in early 2001.

An example of NPR’s work with one of these agencies is the joint task force NPR sponsored with IRS employees and managers to revamp that agency’s operations to dramatically improve customer service. NPR’s recommendations to this group contributed to significant legislative changes that were still driving major innovations at that organization at the end of 2000. In fact, the most notable change is that the IRS restructured its entire operation to focus on its customer segments (individuals, the self-employed, and small and large businesses), and make sure it delivers quality customer service to each type.

Using “Plain Language” in government communications. Following a June 1998 Presidential directive, agencies are now required to communicate in clear, understandable language with their customers. As an incentive, Vice President Gore presented an award monthly to an employee or group of employees that did a terrific job in rewriting specific communication or regulation documents. Employees saw a significant increase in emphasis by their managers on using plain language, from 26 percent in 1999 to 34 percent in 2000. As a result, the public noticed real changes in their dealings with government, from clearer SEC disclosure notices, to OSHA posters of employee rights, to Medicare benefit explanations.

Changing NPR’s Name to Reflect Its Change in Strategies. In early 1998, NPR changed its name – to the National Partnership for Reinventing Government – to reflect its shift in strategy and focus. As part of its emphasis on High Impact Agencies, it began pursuing three longer-term change strategies that meant building new sets of relationships between and among federal agencies, states and communities, and citizens. These relationships at all levels made up the “partnership” in National Partnership for Reinventing Government. These strategies focused on achieving Results by Working Collaboratively with States and Communities. This focus recognized that some of the things that matter most to Americans are results that are not the sole responsibility of any single government agency or level of government: reducing crime; improving the well-being of our children, and preparing workers for 21st century work.

In 1993, NPR recommended changes to how the federal government works with states and communities to streamline the bureaucracy and increase the focus on results and services to citizens.¹⁰ NPR was the catalyst for a number of initiatives that brought federal agencies together with states and communities to focus on and share accountability for results and to create more seamless service delivery. The first effort in 1994 was a pilot with the State of Oregon (the “Oregon Option”) which focused on child health, workforce development, and family stability. Beginning in 1998, NPR launched a series of initiatives that engaged multiple agencies working with states and localities on achieving measurable results in four areas:

- *Improving child well being.* In the early part of the Clinton-Gore Administration, OMB led a cross-agency effort to develop measures for well being of children.¹¹ Using this as a platform, in 1998 NPR initiated “Boost4Kids,” a network of states, communities and federal agencies committed to improving child well-being based on locally-set goals and plans.¹² The 13 core members of the network (including counties in California and the states of Vermont and Hawaii), and an additional 70 associate communities, have made significant strides in a number of areas, including:
 - increasing enrollment in child health insurance;
 - simplifying application processes for health insurance and other services;
 - expanding preschool and afterschool activities;¹³ and
 - measuring and mapping indicators of child well-being.
- *Creating “Hassle Free Communities.”* Also beginning in early 1998, NPR partnered with states and communities that wanted “hassle free” one-stop delivery of federal, state, and local governmental services outside government buildings. Together, they developed new ways to deliver public services customers want – when, where, and how they want them – based on federal, state, and local partnerships.

Together, partnerships were created at the state or local level in 13 states (California, Colorado, Georgia, Kansas and Missouri, Minnesota, Massachusetts, New York/New Jersey, Oklahoma, Tennessee, Texas, and Washington). In addition, pilot projects were developed to bring access to electronic government services through “kiosks” in 36 communities in nine additional states (Maine, Connecticut, Florida, Pennsylvania, Illinois, Arkansas, Louisiana, Maryland, Virginia), with more coming online in 2001. In the partnerships, over 100,000 customers found answers and transactions available in their neighborhoods, at community events, state fairs and Veterans medical centers each year. In Minnesota alone, the annual Government on Display event is bringing information and services from over 100 government agencies to over 200,000 visitors in a single weekend at the Mall of America. The government service kiosks are reaching thousands of additional customers each month.

¹⁰ See NPR Accompanying Report, “Strengthening the Partnership in Intergovernmental Service Delivery,” September 1993, at <http://www.npr.gov/library/reports/fslexec.html> .

¹¹ Federal Interagency Forum on Child and Family Statistics, *America’s Children: Key Indicators of Well-Being* (Washington DC: Government Printing Office), 1999 (annual) <http://childstats.gov>

¹² The electronic network can be found at <http://www.boost4kids.gov> .

¹³ The electronic network can be found at <http://www.afterschool.gov> .

- *Reducing gun violence.* In November 1999, NPR initiated a “SafeCities” network to link communities committed to reducing gun violence and concerned federal agencies. SafeCities encourages the spread of best practices in prevention and prosecution of gun violence.¹⁴ In its first year, the 10 cities belonging to the SafeCities network strengthened their efforts to reduce gun violence in various ways, including: cooperating on federal and local prosecutions; tracing guns used in crimes; tracking crime and injury data; engaging the faith community; and expanding after school and other preventive activities.
- *Creating a seamless learning and employment system so Americans have access to the knowledge, skills and tools they need to succeed in the 21st Century workplace.* With the passage of the Workforce Investment Act in 1998, NPR began working with a range of federal agencies to partner with states and localities to implement the spirit of this law. This effort was organized at three levels: individual workers, federal partners, and community organizations.
 - For individual workers, their families, and front line staff in workforce programs, the network created a gateway web site, a key step in realizing a seamless learning and employment system, with over 1,000 links to job banks, skills training, distance learning, family support resources, money management, and other topics.¹⁵
 - At the federal level, NPR convened cross-agency teams to address three specific issues related to the Workforce Investment Act (WIA): unified planning, measurement, and cost sharing.
 - At the community level, NPR convened 20 community-based organizations as the “21st Century Skills Community Network “ The Network connects community-based partnerships with each other and with relevant, federal agencies to enhance education, skills, training and lifelong learning for adults in local communities.¹⁶ The Network, which is championed by the Department of Education, started by working on shared projects related to closing the digital divide and increasing access to distance learning.

Getting Agencies to Use a Balanced Set of Measures.

In 1999, NPR assessed the use of a set of related, balanced measures to manage organizational performance. NPR found that both public and private sector organizations sought to balance measures of: customer satisfaction, employee satisfaction, and business results.

¹⁴ The electronic network can be found at <http://www.safecities.gov> .

¹⁵ <http://www.workers.gov>.

¹⁶ The Network’s web site <http://www.skillsnetwork.gov> is used to post best practices, significant issues, and effective strategies for reaching goals and measuring results.

Federal agencies pioneering the use of these “balanced measures” included the Veterans Benefits Administration, the IRS, the National Security Agency, and the Postal Service. Each believed that the use of such a system of measures led to higher performance.

To promote a wider use of such sets of measures in High Impact Agencies, NPR co-sponsored government-wide surveys of both customer and employee satisfaction. Agencies were already required by law to collect mission performance data under the Results Act, which would be available for the first time in early 2000.

Customer Satisfaction. The first measures of customer satisfaction were created with the support of the President’s Management Council, which co-sponsored a survey of customer satisfaction with 30 selected services in 30 of the High Impact Agencies.

Using the 100-point American Customer Satisfaction Index (developed by the University of Michigan and used by private-sector businesses over the past decade), NPR found in 1999 that the government was virtually the same as the private sector as far as customer satisfaction was concerned. The government index of 68.6 was close to the private service sector index rating of 71.9. Additionally, 60 percent of government services’ customers said they noticed improvements over the previous two years in government’s customer service. The survey provided agency leaders a context for where they stand relative to others in providing excellent customer service. The gap between the federal government and the private service sector decreased in a 2000 survey. In addition, the number of services and customer groups expanded in 2001 to more than 100.

Employee Feedback. NPR partnered with the Office of Personnel Management (OPM) to sponsor a government-wide employee survey, 1998-2000 to better understand the extent of changes resulting from reinvention initiatives over the previous years. The results showed that of those employees who believed that reinvention had been made a priority in their agency, 84 percent were satisfied with their jobs.

The survey also led to new NPR initiatives to improve labor-management relations and individual performance management. In conjunction with OPM and the PMC, specific actions on these issues led to virtually across-the-board increases in favorable employee responses in the 2000 survey.

Business Results. The final aspect of balanced measures – measures of business results – became available in March 2000 as agencies submitted their first Annual Performance Reports to Congress as required by the Government Performance and Results Act (GPRA). GAO found that in general agencies achieved about 60 percent of the targets set in FY 1999, the first full year of the implementation of the Act.

To ensure these sets of measures were used by agency leaders in their day-to-day operations, NPR worked with the PMC and the Office of Personnel Management to require these three dimensions to be the basis for senior executive performance assessments and bonuses. These new regulations became effective in 2001.

Creating an Electronic Government. Various initiatives started in early 1997 will enable anyone who wants to transact business with the government electronically to do so easily and quickly. By the end of FY 2000, nearly 40 million Americans were doing business with the government electronically. Emerging forms of information technology became vital tools in changing Americans' experience with their government. On a regular basis, people will be able to access information to solve problems themselves through the Internet, via telephones, and through neighborhood kiosks. As Al Gore said, it was all about putting citizens "online" rather than "in line."

The Vice President articulated the Administration's vision for e-Gov in his *Access America* (www.accessamerica.gov) initiative, unveiled in early 1997. The Vice President's vision includes transcending the traditional boundaries of government by targeting specific groups of citizens with web sites like business.gov, seniors.gov, students.gov, and workers.gov. Following NPR's lead, several partnerships were created to increase the number of customer-focused web sites including statelocal.gov, recreation.gov, and disabilities.gov.

On December 17, 1999, drawing on the Vice President's efforts, President Clinton issued a Memorandum for the Heads of Executive Departments and Agencies on the subject of electronic government. It said, in part, "While government agencies have created 'one-stop shopping' access to information on their agency websites, these efforts have not uniformly been as helpful as they could be to the average citizen...there has not been sufficient effort to provide government information by category of information and service - rather than by agency - in a way that meets people's needs."

NPR worked with agencies to implement the President's directive to give all Americans greater access to their government by expanding the use of e-Gov. As a result, NPR focused on the following initiatives:

One-stop Government Information. On June 24, 2000, in a web cast address to the Nation, President Clinton announced a plan to create FirstGov (www.firstgov.gov), a single online portal connecting users to all government sites. The President challenged government and industry to create a site that allows citizens to find every on-line resource offered by the federal government at one easy-to-use location, and to search government information faster and more efficiently than ever before and by topic rather than by agency. He also challenged government and industry to finish it within 90 days. The site launched on schedule in September 2000.

FirstGov introduces a single point-of-entry to one of the largest and most useful collection of web pages in the world. It allows users to search all 27 million Federal agency web pages at one time. The FirstGov search engine can search half a billion documents in less than one-quarter of a second, and handle millions of searches a day. To speed searches, FirstGov allows citizens to find information intuitively -- by subject or by keyword.

Federal Government Forms On-line. A key goal of this Administration has been to ensure that the Federal government provides the highest quality service to the American people. To help make government services more accessible to our customers, NPR worked with the President's Management Council to place the forms for 500 of the most used government

services on-line at a central Internet location. Citizens can download and print the forms via www.Firstgov.gov. Many of the forms may be filled in and submitted electronically. Those forms that require a hand-written signature can be printed and submitted in paper form. The availability of government forms in an easy to access format is an instrumental step in making all appropriate government services available via the Internet by 2003.

E-mail Access to Public Officials. In keeping with agency commitments to “put customers first,” a high priority on developing customer service solutions for the Internet environment. A mainstay of these solutions is to provide greater access to agency officials through the use of e-mail. NPR worked to ensure that all executive branch agencies provide specialized email addresses for high profile programs or organizations within the agencies. In fact, the majority of agencies have made provisions for the citizen to contact the agency head directly through a public e-mail address.

Additionally, to better serve of customers and partners in government and industry, the Chief Information Officers’ Council has created the Federal White Pages at <http://directory.gov>. The White Pages provide anyone with an Internet browser free access to a searchable database of telephone and e-mail contact information for over 400,000 Federal officials in 20 Departments and agencies. Citizens can also access the White Pages wirelessly from most Internet-ready telephones by navigating to the same URL. Complementing the White Pages effort is the General Services Administration’s Federal Blue Pages at <http://bp.fed.gov>, which allows citizens to look up organizational contacts or a specific government service.

Identifying Best Practices. Identifying and adapting the management techniques and business processes of private and public sector world-class leaders is instrumental in changing the way government does business. Many agencies are developing strategic blueprints to adapt better business processes, pursue commercial alternatives, consolidate redundant functions, and streamline organizations. Several agencies have utilized the expert services of leading public and private sector best practices consulting firms such as the Gartner Group and the Benton Foundation.

To continue the implementation of “best practices” in the government, the National Partnership for Reinventing Government and the E-Government Committee of the Chief Information Officers Council has created a web-searchable database of “Success Stories in E-Government.” This database contains over 200 success stories related to e-government activities at federal, state, and local levels. The database is managed by Chief Information Officers Council and will be available on its website, which serves as a central clearinghouse of information about e-government best practices, success stories, and lessons learned, in February 2001.

Making Services Available through “Kiosks.” NPR’s Hassle-Free Communities kiosk initiative (see earlier mention) piloted the use of electronic kiosks – free-standing electronic access to government internet sites in stores, malls, and other public locations. The kiosks provided city, state and federal government information, including tax information, immigration regulations, child support information and telephone numbers for government offices. Customers can also print federal, state, and local forms and send e-mails to government officials.

By late 2000, the kiosk initiative had been successfully implemented in public locations in 36 communities around the country from Bangor, ME to Miami, FL and from Dallas, TX, to Los Angeles, CA. The sponsorship for the initiative then moved to the General Services Administration.

Building an E-government Infrastructure. To facilitate the transformation to electronic government, NPR worked with the Council for Excellence in Government, along with other public and private partners, to develop an architectural blueprint to enable Americans to conduct all major transactions online by 2003. The blueprint initiative began in November 1999 with a symposium at the Smithsonian Institution attended by more than 100 public and private electronic commerce and information technology leaders who recognized the urgency of identifying a vision of e-government and bringing it into operation. In considering information technology's capacity to help government deliver services and engage citizens more effectively, they also examined the matrix of complicated, interrelated issues involved.

The blueprint was a product of an unprecedented, year-long, cross-sector collaboration among scores of expert professionals in business, government, and the nonprofit and research communities across the country who understand the potential of information technology as a leadership tool. It laid out the benefits of electronic government and outlines the tasks necessary to build it. The plan embodied principles specifying that e-government must be easy for all to use, available to everyone at home, private and secure, innovative and results-oriented, collaborative, cost-effective, and transformational.

Rewarding E-Government Innovations. The Administration worked with the Council for Excellence in Government to create a new e-Government competition to award innovation on e-Gov programs and projects. The Council will award a pair of prizes to an adult (\$50,000) and a student (\$5,000) who propose new applications, new technology, and new ways for government to improve its performance and connect with the public electronically. In early 2001, "Imagine E-Government Awards" were awarded to an adult and a student (in grades 9 through 12) whose ideas best demonstrated public value, originality, cost-effectiveness, feasibility, and protection of security and privacy. The top 15 candidates presented their proposals in Washington to judges representing technology, government, and education communities. Applications for the award were submitted online to the Council.¹⁷

Building National Geographic Information Systems. In 1993, NPR recommended a cooperative public/private effort to create a National Spatial Data Infrastructure to integrate geographic information about the country. In response, President Clinton signed Executive Order 12906 that strengthened the existing Federal Geographic Data Committee (FGDC), with OMB oversight and a call for a national clearinghouse and standards.¹⁸

Subsequently, NPR encouraged the use of geographic information as an organizing tool for achieving cross-agency, intergovernmental policy results and accountability in public safety, smart growth, and responsive citizen services. For example, in 1998, a joint NPR-Department of Justice task force recommended crime mapping hardware and software training for police

¹⁷ Council website address: www.excelgov.org

¹⁸ See: <http://www.fgdc.gov>

departments to map crime hot spots, and a joint NPR-Federal Emergency Management Agency team developed a 17-agency agreement with North Carolina following Hurricane Floyd in 1999.

In July 2000, NPR co-hosted a Geo-spatial Information Technology Roundtable with the Office of Management and Budget (OMB), the Interior Department, and the FGDC, to discuss existing and new policies that would make geo-spatial data a fundamental element of e-government activities. As a result, participants, including state and local governments, the private sector and academia, formed ongoing teams to “align” geo-spatial data from various sources. The FGDC also partnered with NPR to make geo-spatial information available to the public on the FirstGov website.

Did NPR Make a Difference?

Brookings scholar Don Kettl, in one of his periodic assessments of NPR said in 1998: “no executive branch reform in the twentieth century – indeed, perhaps in the Constitution’s 210 years – has enjoyed such high-level attention over such a broad range of activities for such a long period of time.”¹⁹

When assessing the impact of the Administration’s eight-year reform effort, there had been at least major areas NPR’s impact has been felt:

- Ending the era of big government by cutting both its size and costs;
- Changing government to be more results- and performance-oriented;
- Serving the public better;
- Changing the ways government works with businesses;
- Changing the way government works with communities;
- Transforming access to government through technology; and
- Making the federal government a great place to work.. (see Appendix E for details).

In the end, though, the real measure of impact was: did Americans’ trust in their federal government to do the right thing increase? The answer was “yes.” Between 1994 and 1998, the University of Michigan’s biennial survey of Americans on this question nearly doubled from an all-time low of 21 percent to 40 percent. While NPR’s efforts cannot claim all the credit for this increase, other studies have shown public trust is strongly tied to performance, and in a 1999 survey by the American Customer Satisfaction Index, 60 percent of respondents said they noticed improvements in service over the previous two years.

In addition, the effects of NPR will be felt for years to come. New approaches to performance management, for example, now require consideration of not only mission results to be considered successful, but also employee and customer views. This will lead to major changes in the government’s culture. In addition, new approaches focused on results, not programs or agencies, will have a long term impact on how government approaches its work..

¹⁹ Donald F. Kettl, “Reinventing Government: A Fifth-Year Report Card,” Brookings Institution, September 1998, p. v.

Much of this is driven by the increased use of technology, especially the Internet, in the delivery and organization of services, information, results, and citizen feedback.

Appendixes – Document Annex 3

A -- List of NPR Reports and Publications

B -- List of NPR Presidential Directives Signed Between September 1993 and December 2000

C -- List of Laws Signed by President Clinton Containing NPR Recommended Actions, 1993-2000

D -- List of Reinvention Websites

E -- List of High Impact Agencies

F -- NPR Accomplishments, 1993-2000

IV. COMMUNITY EMPOWERMENT

Al Gore has guided the Administration's Community Empowerment Agenda from its inception. The Community Empowerment Board (CEB) incorporates a broad range of initiatives designed to shine the light of opportunity into America's underserved urban and rural areas. It has done so through: increasing and improving access to credit and capital, promoting small business creation and development, moving people from welfare to work, providing opportunities for out-of-school youth and support for children and families, increasing access to affordable housing and homeownership opportunities, enhancing crime prevention strategies, getting large businesses to mentor and support smaller businesses through a program known as BusinessLine, and cleaning up the environment by revitalizing abandoned, contaminated areas know as "Brownfields."

As part of the agenda, the CEB has overseen the Administration's Empowerment Zones and Enterprise Communities (EZ/EC) Initiative by coordinating the work of over 20 agencies that contribute to this effort with resources and technical assistance. This Initiative helps the 134 designated communities (competitively selected) implement their strategic plans, which serve as a roadmap for transforming troubled neighborhoods into viable, sustainable places to live, work and raise a family. Under the EZ/EC Initiative, the federal government has offered tools and resources including: flexible block grants, targeted tax incentives and priority consideration for a variety of Federal funding programs. The Initiative and other empowerment programs have helped lead the way in creating jobs and bringing hope to our nation's poorest areas.

The progress of the last eight years has clearly demonstrated that the combination of local leadership and grassroots driven community determined priorities, coupled with a strong public-private partnership, makes a real difference in peoples' lives.

Creation of the Community Enterprise Board (CEB)

On August 10, 1993 the Vice President, Carol Rasco and Bob Rubin sent a Memorandum on "Community Empowerment Initiatives" addressed to the following: Lloyd Bentsen, Secretary of the Treasury; Erskine Bowles, Administrator of SBA; Lee Brown, Director of ONDCP; Ron Brown, Secretary of Commerce; Carol Browner, Administrator of EPA; Henry Cisneros, Secretary of HUD; Mike Espy, Secretary of Agriculture; Leon Panetta, Director of OMB; Federico Pena, Secretary of Transportation; Robert Reich, Secretary of Labor; Attorney General Janet Reno; Richard Riley, Secretary of Education; and Donna Shalala, Secretary of HHS. This memo was the culmination of the deliberations of the Working Group on "Community Development and Empowerment." The central idea had been to create a consensus on the objectives of the President's community empowerment policies in order to coordinate cross cutting objectives at the agency level and assure coordination across departmental lines in local communities. This Memo established five principles for tying together the community empowerment programs and suggested a coordinating structure to advance community empowerment policies.

The Community Empowerment Principles were as follows: (1). A Commitment to Community - change the way the federal government does business from "top down" to "bottom

up” with comprehensive solutions to local problems, flexibility and a meaningful voice in decision making. (2). A Commitment to Support Families – eliminate government barriers to family cohesion, strengthen community supportive services and promote parental involvement in community life. (3). A Commitment to Economic Lift – create a continuum of programs that move people up a ladder of opportunity, reward self-improvement, harness the marketplace and invest in human capital through education and training. (4). A Commitment to Reciprocity and to Balancing Individual Rights and Responsibilities – expecting a commitment to individual and family self-improvement, designing programs that embody a balance between rights and responsibilities and intervening early in the lives of children and youths to discourage crime, drug use, gangs, and other destructive behaviors. (5). A Commitment to Reducing the Separations by Race and Income in American Life – cooperating to find incentives to reducing spatial segregation by race and income and eliminating barriers to equality of opportunity and confronting the ravages of racism by leadership examples and by opening a dialogue of conflict resolutions. The Community Empowerment coordinating structure that was proposed in this memo eventually became the reality of the “Community Enterprise Board”.

It was built on work that took place beginning in February 1993, and headed by an interagency Working Group on “Community Development and Empowerment”. The working group consisted of sub-cabinet representatives from the Department of Housing and Urban Development (HUD), Treasury, Agriculture (USDA), Commerce, Justice (DOJ), OMB, CEA, NEC and DPC. Their efforts centered on developing a new comprehensive empowerment agenda proposal for the President’s approval that included enterprise zones, community development banks, strengthening of the Community Reinvestment Act and Fair Lending requirements, and community policing and Community Partnerships against Crime. The Enterprise Zones component presented to the President in the form of a memorandum from the Working Group (April 19, 1993) that incorporated new approaches to community empowerment.

The President issued the Memorandum creating the Community Enterprise Board (CEB) on September 9, 1993. The Memo established the Vice President as the Chair of the Board. The Memo stated in part – “The Vice President and I strongly believe that the best way to serve distressed communities in urban and rural America is through a comprehensive coordinated, and integrated approach that combines bottom-up initiatives and private sector innovations with responsive Federal-State support. Today, I direct the Federal Agencies to work cooperatively to implement this approach in a way that reflects the principles of the Vice President’s National Performance Review.... I also hereby establish the President’s Community Enterprise Board to advise and assist me in coordinating across agencies the various Federal programs available (or potentially available) to distressed communities and in developing further policies related to the successful implementation of our community empowerment efforts.”

The first charge of the CEB was to assist in the successful implementation of the Administration’s empowerment zone legislation, Subchapter C of Title XIII of the Omnibus Budget Reconciliation Act of 1993, Public Law 103-66, “Empowerment Zones, Enterprise Communities, and Rural Development Investment Areas.” The President further directed – “Other programs, old and new, are similarly beneficial to local communities. These programs, however, form an overly complex, categorical, unworkable, and ineffective response to the needs of distressed communities. I hereby direct the Board to review these programs in order to

ascertain how we can make the entire Federal effort more responsive to the needs of distressed communities.”

The Community Enterprise Board first began with the Vice President as its Chair. The Advisors to the President for Domestic Policy and Economic Policy served as Vice-Chairs. The balance of the CEB was composed of the Secretary of the Treasury, The Attorney General, The Secretary of the Interior, The Secretary of Agriculture, The Secretary of Commerce, The Secretary of Labor, The Secretary of Health and Human Services, The Secretary of Housing and Urban Development, The Secretary of Transportation, The Secretary of Education, The Administrator of the Environmental Protection Agency, The Director of National Drug Control Policy, The Administrator of the Small Business Administration, The Chair of the Council of Economic Advisors, and the Director of the Office of Management and Budget.

The provisions in the law provided that the Secretary of HUD would designate the urban zones and the Secretary of Agriculture would designate the rural zones. All designations would occur in 1994 and 1995. Applicants had to meet the eligibility criteria (demographic and economic defined by census tracts) and submit a comprehensive strategic plan for coordinated economic, human, community and physical development for the proposed nominated area. This first round provided for the designation of 9 zones with 6 urban and 3 rural. The designations were effective for ten years. It further authorized the naming of 95 enterprise communities with 65 urban and 30 rural, similarly in effect for ten years.

Round I Empowerment Zone and Enterprise Community Designations

The Working Group focused on implementing the empowerment zone legislation and the development of the broader community empowerment agenda. It worked closely with the agencies to move the application process along. Vice President Gore held a series of educational/learning seminars with individuals involved in all aspects of community development. Andrew Cuomo, Assistant Secretary for Community Development HUD; Mark Fabiani, Deputy Assistant Secretary for Community Development HUD; Bob Nash, Under Secretary for Small Community and Rural Development Agriculture; and Dave Garrison, Senior Advisor to the Secretary HHS joined Bob Rubin; Carol Rasco; Jack Quinn, Chief of Staff to the Vice President; Bruce Reed; Elaine Kamarck, Senior Advisor to the Vice President; Gene Sperling; Kumiki Gibson, Deputy General Counsel to the Vice President; Paul Dimond; and Paul Weinstein to develop the process for the first round of designations.

Shortly after the Vice President held the first meeting of the CEB, he delivered a memorandum dated June 1, 1994 which focused on the EZ/EC Designation Process. In this memo, HUD and USDA were to screen all the applications. HHS was to work with both agencies to screen for compliance with requirements regarding the Title XX Social Services Block Grants funding. Finalists would be selected. After consideration of the Board's recommendations, HUD and USDA, in accordance with statutory authority, would make the final decision on the EZ designations, followed by decisions on a first round of EC designations. The memo also identified several issues regarding the designation process.

The June 1, 1994 Memorandum also established the criteria for finalists to be consulted in order to allow for adjustments to their strategic plans. It noted the need for maintaining objectivity and discretion while allowing some weight to geographic diversity. On October 21, 1994, the initial Working Group convened a sub-group that became the CEB Working Group. It included senior level agency representatives from the CEB agencies. This Working Group began to meet regularly on a bi-weekly basis.

HUD and Agriculture held a series of regional application workshops across the country during 1994. More than 500 applications were received and evaluated by HUD and USDA Empowerment Zone Task Forces comprised of over 50 career detailees from the CEB member agencies. On December 19, 1994, the Vice President convened the second meeting of the Community Enterprise Board and held a press conference to announce the Empowerment Zone and Enterprise Community Designations. The Vice President also called on Cabinet Members to work through the CEB to support the EZs and ECs through federal program funding commitments, positive decisions on waiver requests, visits to the EZ/ECs, and to identify signature initiatives targeted to the EZs. On February 6, 1995 the President issued a Memorandum that renamed the "Community Enterprise Board" to the "Community Empowerment Board". He also added the Administrator of the General Services Administration, Roger Johnson and the Director of the Corporation for National and Community Service, Eli Segal to the CEB. In 1998, the President added Secretary of Defense William Cohen, Secretary of Energy Bill Richardson and Director of FEMA James Lee Witt to the CEB.

In March of 1995, Sheryll Cashin was designated the Staff Director for the CEB. A White House Oversight Team which later became the CEB Staff was proposed to facilitate interagency cooperation, engage CEB Members and CEB agencies to undertake signature commitments, promote the EZ/EC initiatives, and monitor the day-to-day operations of the initiative. This action essentially put the CEB under the Vice President's purview.

The first year (1995) was spent with many of the EZ and ECs organizing their governance boards and developing their MOUs and Performance Agreements with the local partners, states and HUD/ USDA. The Vice President and many of the Cabinet members began visiting the zones and promoting their signature initiatives. Late in the year the White House convened the first annual Community Empowerment Conference with delegations from the 12 urban and rural EZs attending. The President, the Vice President, and most of the CEB Cabinet members all participated in this and successive annual conferences.

In 1996, the Staff Director position was changed to Executive Director. After Sheryll Cashin left in June of 1996 the position remained vacant until August of 1997. Julian Potter became the Interim Executive Director. Alvin Brown was named the Executive Director of the CEB in June of 1999 and served the Vice President in that capacity until mid 2000. Lorraine Miller became the third Executive Director of the CEB shortly after in 2000.

Congress authorized a second round of Empowerment Zone designations in 1998. It included 15 new urban and 5 rural EZs and 20 rural ECs. In February of 1999, the Vice President announced the Round II EZ designations. In FY 1999 the first year of funding for the designations provided for \$55 million with tax incentives, small business expensing and private

activity bonds. This brought the total EZ/EC designations for Rounds I & II to 134 communities across America.

At the Vice President's direction, the CEB staff participated actively in initiatives like the Crime Prevention Council, the formulation of the Vice Presidents Livability Agenda and subsequent task force, Ed-Tech initiatives, the Southwest Border Initiative, the New Markets Initiative and the Delta Initiative.

ACCOMPLISHMENTS OF THE URBAN EMPOWERMENT ZONES AND ENTERPRISE COMMUNITIES

Since its inception in 1994, the Clinton/Gore Administration's Empowerment Zone and Enterprise Community (EZ/EC) Initiative has produced outstanding results by empowering people to create business opportunities and jobs, to leverage billions of dollars from public and private partnerships, to provide innovative job training, affordable housing, health care, child care, transportation and other critical services to hundreds of thousands of EZ/EC residents, and to make communities safer and more attractive places to live and raise a family. Distressed neighborhoods -- with some of the deepest pockets of poverty in the nation -- are now on the road to recovery. After decades of decline, there are now real opportunities and brighter futures for residents and families living in urban and rural EZ/EC neighborhoods.

Hundreds of individual EZ/EC achievements are featured in HUD's best practice publications: "What Works! - Volume 1, Volume 2, Volume 3 and Volume 4." The following list of accomplishments provides a national snapshot of the cumulative successes of the Urban EZ/EC Initiative as reported by the EZ/ECs through the period ending June 30, 2000. The EZ/ECs reported this information using HUD's cutting-edge Internet-based EZ/EC Performance Measurement System (PERMS). Accomplishments include:

- **Projects and Programs.** The EZ/ECs report that 2,607 neighborhood-based projects and programs have been developed and are underway as a result of each EZ/ECs' locally-derived Strategic Plan. One billion in federal EZ/EC seed money has leveraged over \$12.76 billion in additional public and private sector investments related to the implementation of local EZ/EC Strategic Plans.
- **Workforce Development:** The Empowerment Zones and Enterprise Communities report that they are engaged in 1031 job training programs with 80,435 Zone residents having received job training. 38,583 Zone residents have been placed in jobs as a result of these job-training programs. Zone residents have attended 333 job fairs resulting in 8,788 job placements.
- **Access to Capital:** As a result of the EZ/EC Initiative, access to cheap sources of capital -- the lifeblood of commerce -- has greatly improved. Loan pools totaling over \$1.82 billion dollars have been created with 6,511 loans processed and 9,426 jobs created from those loans. In total the EZ/EC's report that 19,816 businesses have received financial assistance

and 16,492 have received technical assistance to improve operations. 41,370 jobs have been created or retained as a result of this assistance.

- **Housing:** The Empowerment Zones and Enterprise Communities reports that they have completed 6,445 new housing units and have rehabilitated another 19,817. 41,340 homeless people have been served under the various homeless housing and social service programs. The Empowerment Zones and Enterprise Communities have served 22,717 residents through 353 homeownership programs.
- **Environment:** The EZ/ECs report that they are engaged in many Brownfields projects – transforming abandoned and contaminated commercial and industrial sites into clean, reusable parcels of land for development. EZ/EC's have remediated 1,120 brownfield sites to date. The EZ/EC's are also involved in 184 beautification programs.
- **Public Safety:** The EZ/ECs report that 854,132 people have been served by 405 public safety programs operating in the Empowerment Zones and Enterprise Communities. There are also 429 crime prevention programs that have served 861,027 residents.
- **Health Care:** There are over 871 health-related programs in the EZ/ECs serving 420,445 residents. 37 new health-care facilities have opened in the EZ/EC neighborhoods and 9 have been remodeled, providing expanded service to greater numbers of families.
- **Human Services:** Within the Empowerment Zones and Enterprise Communities, there are:
 - 274 child care programs serving 21,231 Zone families;
 - 134 elderly programs serving 31,942 Zone residents
 - 632 youth programs serving 203,562 Zone youth; and
 - 566 recreation/arts programs serving 554,696 Zone residents
- **Education:** Education is vital to the well being and economic development of the EZ/EC's. The following are educational successes:
 - 229 head-start/pre-school programs serving 23,436 children;
 - 978 K-12 education programs serving 103,715 EZ/EC residents;
 - 40 post-secondary assistance programs serving 5,403 residents; and
 - 143 vocational education and GED programs serving 4,599 residents
- **Private Sector Involvement:** Private sector involvement has played a vital role in the EZ/EC Initiative. Countless corporations have hired Zone residents and actively participated in EZ/EC governance, as well as providing funds and in-kind technical assistance to the Zones. Well-known companies involved in the Zones include General Motors, Ford, Chrysler, Home Depot, The Walt Disney Company, GAP, Ameritech, Rite Aid, Microsoft, Starbucks, MCI/Worldcom, IBM, and hundreds of others.

Community Empowerment and Brownfields

One particular focus within the overarching community empowerment agenda is the revitalization of blighted areas of land known as brownfields. The environmental and economic ramifications of revitalizing these areas became an important focus of Al Gore's – and an important priority for the CEB and the EPA

In January, 1995, the Environmental Protection Agency unveiled the Brownfields Action Agenda, a comprehensive approach empowering States, communities, and other stakeholders interested in environmental cleanup and economic redevelopment to work together in a timely manner to prevent, assess, safely cleanup and sustainably reuse brownfields.

Today, communities are making strong comebacks. In city after city, communities are revitalizing their neighborhoods through EPA brownfields assessment and cleanup grants, which have brought decaying areas of our cities back to vibrant economic life, leveraged over \$2 billion in new investments, created thousands of jobs, and expanded the tax base for local communities. The commitment to brownfields revitalization can be seen in the number of brownfields projects taken on by the administration:

Brownfields Assessment Demonstration Pilots:

- Awarded 362 grants of up to \$200,000 to communities over two years to assist localities in assessing contamination at Brownfields sites. These grants include supplemental, greenspace and showcase assessment-related activities.

Brownfields Cleanup Revolving Loan Fund (BCRLF) Pilots

- 104 grants of up to \$500,000 per eligible state, Indian tribal or local government entity to cleanup Brownfields sites.

Brownfields Job Training and Development Pilots

- Awarded 37 pilot grants of up to \$200,000 each over two years to train personnel to assess and cleanup Brownfields sites.

Targeted Brownfields Assessments

- Assessments at over 515 properties.

State Voluntary Cleanup Support:

- Technical Assistance provided by EPA to 48 states, tribes, and territories to enhance voluntary cleanup programs.

Leveraging Brownfields Investments

- For every dollar the federal, state and local governments put into revitalizing brownfields, almost \$2.50 in private investment was attracted.

New Jobs

- Brownfields pilots have leveraged a total of over 7,000 cleanup, construction and redevelopment jobs.

In part because of Vice President Gore's advocacy, what started five years ago as merely an interesting idea has blossomed into a major national brownfields program, one that has changed the way that contaminated properties are viewed and managed in the United States. In fact, the National Governors Association in their new publication, "Where Do We Grow From Here?" stated, "There is a historic transition from seeing brownfields projects merely as environmental cleanups to seeing them as an important part of state growth management initiatives."

Al Gore has maintained that neither brownfields problems nor solutions are created in a vacuum. Only through effective cooperation and collaboration can Federal, State, tribal, and local governments, community groups, and their private-sector partners address the significant challenges of brownfields.

A hallmark of this cooperation and collaboration is the Brownfields National Partnership, led by EPA with twenty-two agencies, which has effectively leveraged vital funds and assistance to benefit local community efforts. As communities are experiencing first hand, local brownfields successes are forged through community, regional, and national partnerships. We are seeing incredible successes because of the partnerships communities have developed with agencies like Housing and Urban Development (HUD), Army Corps of Engineers, Economic Development Administration (EDA), along with bankers, developers, community organizations, and many, many others. The demonstrated successes of our Brownfields pilots have created a national groundswell toward more community-based, market-driven, sustainable cleanup and redevelopment.

EPA has awarded 362 Brownfields Assessment Demonstration Pilot grants to communities across the country with 26 of the 31 empowerment zones included. In addition, 43 of the 362 pilot communities have received an additional \$50,000 to assess the contamination of a brownfields site(s) that is or will be used for greenspace purposes----parks, playgrounds, trails, gardens, habitat restoration, open space, and/or greenspace preservation. Some examples of what has been accomplished include:

Dallas, Texas, where the 169-acre Jefferson North End site, once used as an illegal dump, now contains 540 housing units.

In **Emeryville, California**, EPA has been working with the city to rejuvenate the city and the surrounding area. The Pilot established strong working relationships among the city's regulatory agencies, which facilitated a plan between the city and Catellus Development Corporation to redevelop an abandoned former rail yard site. Catellus constructed over 200 units

of mixed-income housing on the site. These new apartments also include a 1,800 square foot community room and 7,500 square feet of retail space.

In **Somerville, Massachusetts**, the Visiting Nurses Association approached the city with an interest in purchasing and redeveloping a 1,500 square-foot industrial building occupied by the Hostess Bakery Company until the 1970s and more recently by a series of mattress manufacturers. Upon its assessment and cleanup, the site is now home to a 100-unit, assisted living facility and neighborhood health center.

EPA is also providing assistance to 142 communities for cleanup through its Brownfields Cleanup Revolving Loan Fund (BCRLF) Pilot grants. The Agency's goal for these pilots is to develop revolving loan fund models in communities that can be used to promote coordinated public and private partnerships for the cleanup and reuse of brownfields. We are beginning to see successes in this pilot program as well.

In **Stamford, CT**, a BCRLF loan of \$160,000 will be used to clean up a former printing and engraving shop property that will be used by Blues Brothers, LLC for a new Harley Davidson showroom. The BCRLF loan is expected to generate 5-6 full-time, permanent retail/repair jobs.

Las Vegas, Nevada made its first loan on November 17, 1999, and is working on a second loan. The cleanup has been completed. The City is using the BCRLF to promote redevelopment of the city for a community and small business incubation center.

Another loan made on June 14, 2000, by the City of **Shreveport, Louisiana**. The loan is in the amount of \$400,000. This property in the Cross Bayou area of the City is adjacent to both the Downtown commercial area of the City and the Red River. The property will be used for a new 300,000 square foot Convention Center. The new center is expected to create and sustain over 1,100 jobs for the community.

The Brownfields Job Training and Development Demonstration Pilot program, with 37 current pilots, is providing environmental training and employment opportunities for residents living in brownfields communities. Over 500 participants of the pilots have completed training and close to 400 have obtained employment at an average hourly wage of over \$13 per hour. Young Community Developers, located in San Francisco's Bayview Hunters Point neighborhood, has a 100 percent placement rate for all its graduates.

The EPA Brownfields Showcase Communities project is an outgrowth of earlier efforts by EPA to support brownfields work through coordination and collaboration with a variety of stakeholders. With 16 Showcase Communities across the country, the Federal Partnership is planning to designate an additional 10 new Showcase Communities in fiscal year 2001.

SOUTHWEST BORDER PARTNERSHIP

Another area of focus for the Community Empowerment Board is in America's Southwest border region.

America's Southwest border region includes four counties each in California and Arizona, five counties in New Mexico and forty-three counties in Texas. The population, numbering 12.3 million, is growing twice as fast and is generally much younger than is typical in the United States as a whole.

A higher concentration of this region's residents are foreign-born compared to the entire country and more of this region's residents speak Spanish at home than in the United States as a whole.

Unemployment was higher in the Border region than in all but two states in 1997. Although one-third of the counties within this area recorded unemployment rates below the national average that same year, it is not unusual to find these communities enveloped by counties with double-digit rates of unemployment.

Poverty is a way of life for a disproportionately high number of this area's residents. Approximately 20 percent were living at or below the poverty level in 1993. This topped the national rate of 15.1 percent and exceeded poverty rates in 46 states.

All of these factors make the region ripe for a focus on community empowerment and economic development. The creation of the President's Interagency Task Force on the Economic Development of the Southwest Border cannot be traced to one single event or proclamation. Rather the Task Force represents the culmination of collective efforts aimed at raising awareness of the many serious issues faced by the people that live in this region of the country.

In April 1997, at the White House Empowerment Conference in Detroit, Michigan, Vice President Gore challenged Empowerment Zones (EZ), Enterprise Communities (EC) and Champion Communities to combine their efforts and adopt a regional approach to revitalize their communities. The Southwest Border Partnership was created in response to the Vice President's challenge. This regional organization of EZ/EC and Champion Communities aims to build a sustainable economy in concert with a sustainable environment.

Over the years, Congress and especially the Congressional Border and Hispanic Caucuses have been an integral part of the discussion surrounding the federal government's role in addressing the numerous problems that plague the Southwest Border Region. In June 1998, the Congressional Border Caucus submitted a request to the General Accounting Office (GAO) to study the nature of those problems and provide information on efforts undertaken by the U.S. and Mexico to address them. A report outlining GAO's preliminary findings was released in July 1999. GAO continues to examine the many transportation and environmental infrastructure issues affecting the Border region.

In October 1998, the U.S. Department of the Treasury released a study entitled *The Southwest Border Region: A Profile of the Regional Economy*. This study served as the catalyst for the creation of the National Economic Council Working Group on the Southwest Border.

Members of the Working Group met several times in the spring of 1999 to discuss ways in which the federal government can partner with community leaders to foster economic development. Based on these discussions, the Working Group (which included Treasury, USDA, and the Department of Labor) developed options for a more comprehensive and coordinated federal response to Border communities.

All of these efforts culminated in May 1999, when President Clinton signed Executive Order 13122 creating the Interagency Task Force on the Economic Development of the Southwest Border. Through his Executive Order, the President formally recognized the challenges confronted by many Border communities on a daily basis. The President announced the creation of the Task Force while attending the Vice President's Community Empowerment Conference in the Rio Grande Valley, calling on all federal agencies to develop and implement a comprehensive strategy to evaluate the Border region's many problems and to coordinate a federal response to help alleviate those problems and simultaneously encourage sustainable economic development.

Since May of 1999, the President's Interagency Task Force on the Economic Development of the Southwest Border has been working diligently to identify ways in which federal agencies can cooperate with state and local authorities, community organizations and the business community to revitalize the border region. The Task Force has made great strides over the past sixteen months.

- In November 1999, the Task Force produced a report that for the first time catalogued all federal programs and projects currently in place on the border. The *Interim Report* has been, and will continue to be; extremely valuable to the Task Force as it develops policy options that foster federal government coordination, community revitalization, regional security and economic prosperity.
- At the same time, the Treasury Department launched the Southwest Border Task Force website (at www.treas.gov/sw_border/). A useful source of information for all border stakeholders, the website includes an overview of the structure, mission and goals of the Task Force, news on upcoming events, Task Force reports, and links to related sites.
- Via six public forums and a number of other venues, the Task Force has reached out to the citizens of the border, including community leaders, the private sector, locally elected officials, and members of Congress, to solicit their input on how the Task Force can best achieve its goals. Much of the information gathered during this process served as the basis for the new initiatives and recommendations presented in the Task Force's *First Annual Report*.
- The Task Force released the first in a series of three annual reports, *Empowering Southwest Border Communities to Meet the Challenges of the 21st Century*, on May 25, 2000. The report highlights sixteen new initiatives, which aim to improve access to capital, foster small business development, promote financial literacy, and improve living conditions, provide enhanced technical assistance to rural communities, address transportation needs, and develop new energy technologies and sources along the border. It also contains a number of

recommendations addressing a wide range of issues, including education, job training, law enforcement, infrastructure and the environment.

- A pilot program to encourage a coordinated federal response to the needs of highly distressed border communities was kicked off in early September in Imperial Valley, California; Nogales, Arizona; Deming, New Mexico; and Eagle Pass, Texas.

In addition to implementing the pilot program and new initiatives and recommendations outlined in the *First Annual Report*, the Task Force will continue to meet regularly to review new options and assess the effectiveness of current programs and initiatives targeted at the border.

Round III

A third round of Empowerment Zones has been authorized by Congress, consisting of 9 new zones that would enjoy the tax benefits of the designation but none of the \$100 million in grant funding that was given to zones in Rounds I and II. This form of Round III is very different from the one for which the Vice President had publicly called. The Vice President at least twice in speeches asserted that a much larger Round III made sense, one that included between 50 and 100 communities. He envisioned a tiered approach: small communities would compete against small communities, medium against medium, and large against large. In addition, the amount of grant funding would increase with each tier. Thus large cities would receive more funding than small cities.

Unfortunately, this is not the system that was put forth in the Administration's budget and was not adopted by Congress. Nevertheless, we believe the Round III authorized by Congress is flawed because it does not provide any grant funding to the designees, and it does not include enough communities. The hallmark of the Empowerment Zone program is that communities are given funding and the flexibility to use it to benefit their local community, within certain federal guidelines. The congressionally authorized Round III, which does not include this funding, is nearly indistinguishable from Renewal Communities also providing tax benefits to designated communities but no grant funding.

Second, the Vice President's vision of extending the Empowerment Zone program to many more communities of differing sizes has been ignored. Many of the smaller communities had expressed discouragement by the application process for the first two rounds. They felt that they were at a disadvantage in competing against the large cities. First the large cities had more resources to bring to bear on the application writing, and more importantly, the comparative need for a large city generally outstrips that of a smaller community. Consequently, they felt that they could not win a designation when competing against large cities.

However, the failure to bring Round Three funding in line with Al Gore's vision of what the EZ/EC program could be does not constitute a failure. By any measure -- unemployment, private investment, crime -- empowerment zones and enterprise communities have helped spark a resurgence of investment, activity, and hope within both our inner cities, and in our often forgotten rural areas.

Appendixes – Document Annex 2

- CEB Implementation Binder with source materials
- CEB program binder with source materials.

V. FAMILY RE-UNION POLICY CONFERENCES

Family Re-Union is a policy initiative informed by a series of annual conferences moderated by Vice President and Mrs. Gore that bring together families and those who work with them to discuss and design better ways to strengthen family life in America. Vice President Gore believes that programs and policies should respond to the needs and strengths of entire families and communities not just to individual pathologies or to the demands of government bureaucracy.

Each conference follows a year-long planning process in which dozens of local and national experts share their experience with the Vice President, Mrs. Gore, government leaders, and conference sponsors and planners. The Gores have held numerous small meetings in which they have learned in depth from the experience of those who lead grassroots efforts or who study their outcomes. The conference design grows from and highlights many of these discussions, leading to the new insights, public and private commitments, and ultimate results of each Family Re-Union. Al and Tipper Gore have participated each year in designing the conference, have led preliminary discussions and an Experts Forum preceding each conference, and have co-moderated the entire conference each year until November of 2000.

The "Family Re-Union" Conferences bring together about 1,000 people on site in Nashville, Tennessee and thousands more around the country in community conversations at down link sites and live or delayed broadcasts of the event. The conferences are sponsored by the University of Minnesota's Children, Youth & Family Consortium and by Vanderbilt University's Child and Family Policy Center. Funded by charitable foundations and individual donors, they provide a lively exchange of ideas among national experts, grassroots program directors, academic researchers, and average citizens. The conference site is Vanderbilt University in Nashville, Tennessee. Family Re-Union includes plenary sessions, roundtable discussions, independent films presenting video clips on the topic through the eyes of children and of the media, a live satellite session with several remote sites, and simultaneous community conversations at down link sites across the country.

Family Re-Union is a dynamic and on-going policy development process that changes the way issues are perceived as each year's topic is explored. Countless local programs, policies and new partnerships have been inspired by Family Re-Union.

Each year for the past nine years, Family Re-Union has explored a different topic of critical importance to families. The original conference, held in April of 1992 was titled "Family Re-Union". Held when Vice President Gore was a Senator, over 800 residents of Tennessee gathered to discuss approaches that strengthen families and their communities at each stage of life.

The following year's conference, "Family Re-Union 2: Reinventing Family Policy", explored the implications of a family-centered approach to policy development. Following this conference a federal, state and local government effort known as "Partnerships for Stronger

Families” looked at greater local flexibility along with greater accountability for results. These partnerships provided greater government responsiveness for the Indiana Step-Ahead Councils and the Oregon Option. At Vice President Gore’s request, senior officials of the Departments of Health and Human Services, Education, Housing and Urban Development, Justice, Labor and Agriculture met to determine how this work applied to their agencies. Family-focused principles were used to design the application process for the Community Empowerment initiative, led by Vice President Gore, where local communities could define their own goals and strategies.

In 1994 “Family Re-Union 3: the Role of Men in Children’s Lives”, was devoted to strengthening fatherhood. The National Practitioner’s Network for Fathers and Families formed to encourage father involvement in fragile families and to support communication among father-focused programs. Conference attendees took up the Vice President Gore’s challenge to begin a Father to Father network to support ways men reach out to one another with the intention of becoming better fathers. Now the network includes more than 400 community organizations. A Funder’s Collaborative formed among Danforth, Ford and C.S.Mott foundations. These foundations alone have invested over \$20 million in new funding for father-focused programs and research, and the issue has grown in importance throughout the grantmakers’ community.

A Presidential Memorandum directed all federal agencies to work to strengthen fatherhood through their policies, programs, research and personnel practices. In response to this memorandum an Interagency Working Group led changes that included: changes in federal housing regulations, redesigned federal research and requests for proposals that encourage father participation, changes in federal personnel policies Department of Defense strategies to involve absent fathers and encourage father involvement in local schools, increased Head Start efforts to involve fathers in young children’s education and in Early Head Start research; and a strong focus on fathers in the Welfare to Work program. Vice President Gore chaired a May 1996 conference of federal workers to review progress, suggest additional strategies, and learn from best programs and practices.

The following year “Family Re-Union 4: Family and Media” examined the impact, both positive and negative, of media on children’s development and education. Outcomes included a call from the Vice President for “V-Chip” legislation -- to give parents a new tool to help them screen out television programs that they believe are inappropriate for their kids. The legislation was passed with bipartisan support and signed into law by President Clinton. Al Gore garnered a breakthrough agreement from the television industry to create a new content based voluntary rating system that works with the V-Chip. The new system went into effect on October 1, 1997, giving parents an age and content based rating system for television programming.

At a White House Summit on Children’s Programming, the industry agreed to provide a minimum of three hours of quality children’s programming a week. This plan was adopted by the Federal Communications Commission (FCC) and went into effect in September 1997. The National Institute on Media and the Family, inspired by the conference, was founded in Minnesota and has become an internationally recognized resource on this issue.

In 1996 “Family Re-Union 5: Family and Work” looked at the struggle parents face to balance work and family. The conference explored strategies such as telecommuting, flexible work

schedules, job sharing, the role of quality childcare, and workplace attitudes and productivity. Announcements and outcomes included a proposal to expand the Family and Medical Leave Act so families can participate in their children's schools and take them and elders in the family to medical appointments, a "comp time" proposal that would allow workers discretion to take time off in lieu of compensation for overtime work and a Presidential Memorandum requiring all federal agencies and programs to re-examine and rewrite personnel policies to create a "Family Friendly Federal Workplace." The report, "Turning The Key: Unlocking Human Potential in the Family-Friendly Federal Workplace," was released in 1997.

"Family Re-Union 6: Families and Learning" in 1997 studied ways to improve family involvement in learning from birth through adulthood. This conference showcased remarkable examples of family/school partnerships which are transforming children's learning, parents' lives, family job prospects, teacher and administrator understanding of students, a school's connection to the community, and ultimately school governance. In order to improve parent-teacher communication and partnerships Vice President Gore led a national teleconference on family involvement in education in the fall of 1997 that brought together thousands of parents, teachers and educational leaders. Follow-up conferences have provided training and materials for teachers, *Partners for Learning: Preparing Teachers to Involve Families*. Approximately 5,000 national and local representatives of education associations have signed on to the Partnership for Family Involvement which helps increase opportunities for family involvement in their children's learning and supports family/school/community partnerships. The Family Education Network, a private sector effort, provides free services to 700 school districts and nearly 6,000 schools to improve teacher-parent communication through technology. Another focus of the conference was the need for quality after-school programs. The 21st Century Community Learning Centers Program has grown from a \$1 million demonstration program in 1997 to a nationwide \$453 million program that helps communities provide afterschool and summer school programs to more than 850,000 children. www.afterschool.gov, a website with afterschool resources for providers, parents and youth was launched. As part of a nationwide effort to encourage new local partnerships to support after-school programs, Vice President Gore led a national teleconference in April 1998 to discuss how communities can work together to expand quality after-school programs.

In an effort to involve parents and communities in designing new schools, Vice President Gore has led parents and communities in a series of forums and he Secretary of Education Richard Riley convened a National Symposium on Designing Schools as Centers of Community in October 1998 to bring together parents, teachers, community leaders, education reformers, and architects.

"Family Re-Union 7: Families and Health" in 1998 showcased approaches to family-centered health care. Sessions reviewed the research and practice showing that family involvement in health-care decision making, including prevention, reduces mortality, reduces health costs and improves patient outcomes. A Presidential Memorandum directed the Departments of the Treasury, Agriculture, Interior, Labor, Health and Human Services, Housing and Urban Development, Education and the Social Security Administration to implement over 150 initiatives designed to enroll eligible but uninsured children in the State Children's Health Insurance Program and Medicaid. Building on this effort to insure eligible but uninsured

children, the administration launched "Insure Kids Now" with the toll free number 1-877-KIDS-NOW and a public/private educational campaign.

Vice President Gore announced new Medicare coverage of tests and education for diabetes and osteoporosis and announced the creation of a nation-wide public/private Medicare alliance of over 80 national organizations to help families understand the new options, preventive benefits, and consumer protections. The Health Care Financing Administration announced a new Internet site www.medicare.gov including an interactive database on health plan options.

Major foundations including Robert Wood Johnson, Annie E. Casey, and Nathan Cummings recognized the need to address the intersection of family, health and community programming and philanthropy. The federal Center for Mental Health Services and the National Cancer Institute co-sponsored a historic meeting to formally acknowledge the mental health impact of a parent's physical or mental illness on a child.

President Clinton proposed new measures to help Americans care for family members with long term care needs. These included long-term care tax credits, a family caregiver support program, a new national network to help states create one-stop shops so caregivers can better access community resources. He also proposed that the federal government use its market leverage to set an example by offering private long-term care insurance to federal employees. V

Vice President Gore announced an effort, now called "BOOST 4 Kids", with the National Partnership for Reinventing Government and pilot communities to build on San Diego County's flexible, interagency, results-focused health care strategies and "outcome measures" of success.

The design and planning process for Vanderbilt University's new Monroe Carell Jr. Children's Hospital was strongly influenced by the conference. The hospital plans to be one of the nation's most family-centered facilities. Families and pediatric patients have been directly involved with the staff and architects in planning the new facility. Vanderbilt hosted the first international conference on Family Resource Centers in pediatric health care settings in March 1999 with over 90 centers in the United States, Canada, Australia, and New Zealand attending. The Second Conference on Family Resource Centers in Pediatric Health Care Settings, cosponsored by the Hospital for Sick Children in Toronto, Ontario and the Children's Hospital at Hamilton Health Sciences in Hamilton, Ontario will be held June, 2001. The Institute for Family Centered Care helped the federal Office of Personnel Management design focus groups to assess how well the Federal Employees Health Benefits Program meets the family needs of its 9 million federal employees and retirees and their families.

"Family Re-Union 8: Family and Community" explored strategies for building communities that support healthy family life. Major themes included community safety, economic vitality, housing, schools as centers of community life, family friendly workplaces, well designed housing and public spaces, active faith-based organizations, comprehensive community programs, and opportunities for community service. Vice President Al Gore challenged the university community to educate a new generation of community builders with the skills needed to build communities for the 21st century and to promote service learning and partnerships between communities and institutions of higher education. In response to this challenge, the

Higher Education for Family Centered Community Development Initiative to engage research universities and their graduate and professional training programs in community development.. UCLA hosted an October 29-31, 2000 kick-off meeting with teams from 15 Universities, including Columbia, Cornell, University of Miami, University of Minnesota, Tufts, Vanderbilt and Washington University. They agreed to work together to create cross university training programs, develop a policy agenda to support new university community partnerships, and involve other research universities as the initiative moves forward.

The Vice President announced the Safe Cities Network, a network of communities working together with federal agencies to reduce gun violence. Each partner has a variety of community representatives -- mayors, community groups, law enforcement officials, public health officials, leaders of the faith and business communities and educators -- and each has a federal point of contact that works with them to reduce gun violence in their community. A new curriculum produced by the Boston Foundation and Cambridge College was also announced. The US Department of Housing and Urban Development Center for Community and Interfaith Partnerships renewed its efforts to strengthen the effectiveness of faith-based organizations in community building. Since Family ReUnion 8, the Center has co-hosted an Appalachian Summit, which brought together 800 government, business and non-profit leaders to identify strategies to address the problems of the region. It has also moderated a Community 2020 Symposium on Faith and Public Policy and convened 8 Regional conferences with Faith-Based and Community groups to help revitalize their neighborhoods and create greater economic opportunity.

The federal government increased the amount of funding for the Community Outreach Partnership Centers to \$8 million in FY 2000 and FY 2001. The program, administered by HUD's Office of University Partnership, promotes collaboration between colleges and universities and residents to solve neighborhood problems. The administration proposed a HUD plan to expand community development skills by expanding the number of technical assistance providers and by reaching out to disadvantaged and underserved communities and organizations. HUD set aside forty percent of the grants for providers who had never participated in the program. In 1999, The National Congress of Black Churches became a new service provider. Other prominent providers include ICF Incorporated, Corporation for Supportive Housing and Development Training Institute.

The HUD HOPE VI Program revitalizes distressed public housing communities, razing obsolete public housing and replacing it with mixed income communities. As a result of Family ReUnion 8, HOPE VI has developed a Boundless Playgrounds partnership to develop 100 percent accessible parks at future HOPE VI sites for children whose mobility is impaired.

In the fall of 2000 "Family Re-Union 9: Families and Seniors, Across the Generations", looked at the interdependence of all ages of family members at home and in the community. Because of an unexpected post-election scheduling conflict, Vice President Gore addressed the conference by live interactive satellite. Bill Moyers, conference sponsors, and other leaders assumed the moderating roles that the Vice President and Mrs. Gore were scheduled to fill. Major themes addressed included; maintaining health across the life span, supporting mental health for seniors and caregivers, families caring for seniors, Seniors caring for others, the power

of intergenerational programs, active aging and civic engagement for all generations, opportunities for life long learning, teaching and meaningful work, families and elders in different cultures, designs for living: giving families and communities the choices they need, and flexible work arrangements and financial security for multi-generation families. In his remarks Vice President Gore stated his commitment to continuing the Family Re-Union process and tradition.

V. TIPPER GORE'S RECORD

Tipper Gore, wife of Vice President Al Gore, brought her years of experience as a parent, photographer, and public activist to the Clinton/Gore Administration. She used the visibility of her office to advocate for America's homeless, people living with mental illness, and women and families. She captured many of her experiences during the first term as wife of the Vice President in the book, *Picture This*.

Mental Health

In January 1993, President Clinton asked Mrs. Gore to serve as White House mental health policy advisor. Mrs. Gore used this platform to help America understand that mental illness is a diagnosable and treatable biological disease like other illnesses such as heart disease. She worked to erase the shame and stigma associated with mental illness, and to improve federal mental health policies and community-based services.

Mrs. Gore participated in the President's Task Force on National Health Care Reform that included traveling around the country discussing health care reform with the First Lady and Secretary of Health and Human Services Donna Shalala. Mrs. Gore's office worked with the Office of Management and Budget to eliminate intrusive questions about personal mental health treatment from standard security clearance forms for federal job applicants. Revised forms were issued in September 1995. Because of Mrs. Gore's leadership, the Administration's 1996 balanced budget proposal included a mental health parity provision that prohibited health plans from establishing separate lifetime and annual limits for mental health. This provision marked an important step forward in Mrs. Gore's ultimate goal of permanently eliminating disparities in insurance coverage between mental illness and physical illness.

The second term of the Clinton/Gore Administration was a historic time for mental health policy in America. In May 1997, Mrs. Gore published an op-ed in the *Washington Post* clarifying the application of the Americans with Disabilities Act to employees with mental illness. Later that year, Mrs. Gore's office worked to ensure that the Administration's Children's Health Insurance Program (CHIP) included a strong mental health benefit. In January 1999, Mrs. Gore announced the Administration's proposal seeking the largest ever increase in federal funding for state and community mental health services. The Administration achieved a historic increase in the final budget agreement.

After talking to young people all across America about their mental health needs, Mrs. Gore decided to publicly talk about her treatment for depression in the hopes of encouraging people who need help, or who have loved ones who need help, to seek it.

Following the tragic school shooting at Columbine High School in Colorado, Mrs. Gore helped the nation better understand children's mental health needs and how the nation could come together to create more supportive communities for children and families in need. She held community discussions across the country, appeared on national news shows, participated in

a White House strategy session on children and violence, and published a column in *Time* Magazine.

In June 1999, President Clinton and Mrs. Gore addressed mental health during the President's weekly radio address to the nation. This occurred shortly before Mrs. Gore chaired the first White House Conference on Mental Health. The President, First Lady, and the Vice President joined Mrs. Gore for a day's discussion with national experts, activists, and consumers. President Clinton unveiled several new federal and private sector initiatives. Later that year, Mrs. Gore released the Surgeon General's Strategy to Prevent Suicide with the Surgeon General, Dr. David Satcher. In December 1999, Mrs. Gore joined the Surgeon General once again to release his report on mental health, a project she initiated several years earlier. The Surgeon General's Report on Mental Health is the most comprehensive report on mental health ever produced. In May 2000, Mrs. Gore launched a national mental health anti-stigma campaign beginning with an ad campaign with MTV targeting young people.

Homelessness

Since the mid-1980s, Mrs. Gore has worked in a private capacity to help homeless men and women get the services and housing they need to turn their lives around. In the Administration, Mrs. Gore served as special advisor to the Interagency Council on the Homeless, a body made up of representatives from several federal agencies from the Departments of Housing and Urban Development and Health and Human Services to the Departments of Defense and Veterans Affairs.

Mrs. Gore promoted the Administration's innovative Continuum of Care that takes a holistic approach to tackling homelessness by addressing housing and non-housing challenges such as employment, education, and health care. Mrs. Gore's office worked with the First Lady's office to create a series of policies helping young people in the foster care system make a successful transition to living independent adult lives. Young people in the foster care system have one of the leading risk factors for homelessness at some point in their life. This initiative included extending the age of Medicaid eligibility for foster youth from 18-to-21, enabling these young people to get the health care and mental health services they need.

In 1999, Mrs. Gore produced a photographic exhibition and book on homelessness in America, *The Way Home*, with a diverse group of photographers, including White House photographer Callie Shell, the National Alliance to End Homelessness, and the Corcoran Gallery of Art. The exhibition illustrated the challenge of and solutions to homelessness in America. The exhibition was modeled after a similar photographic exhibition Mrs. Gore produced in the 1980s.

Women and Families

Mrs. Gore was a champion for women and families, using her public platform to fight for important issues such as affordable child care, quality health care, and equal pay. In addition, Mrs. Gore chaired the Department of Education's America Goes Back to School initiative to promote family and community involvement in public education as well as the music-in-schools initiative Jazz in the Classroom. She chaired the Administration's Sudden Infant Death

Syndrome prevention campaign, Back to Sleep, encouraging parents to place their babies to sleep on their backs. She also led a lead poisoning prevention awareness campaign with the Department of Housing and Urban Development and Environmental Protection Agency. Finally, Mrs. Gore promoted the importance of physical activity and fitness as a part of overall good health and well-being.

As a founder of the Democratic Party's Women's Leadership Forum, Mrs. Gore encouraged women to take an active role in the politics and helped ensure that women's voices were heard, and their votes were mobilized, at every level of the political process.

Mrs. Gore and Vice President Gore moderated an annual family conference, "Family Re-union", that brought together families, government, and community leaders to discuss and design better ways to strengthen family life in America. Family Re-union encouraged leaders to design programs and policies that respond to the needs and strengths of families and communities rather than the demands of government bureaucracy. The conferences explored a new topic each year from the role of men in children's lives and families and work to families and health and education.

International

Mrs. Gore accompanied Vice President Gore on many of his overseas visits, including addressing the 1994 International Conference on Population and Development's NGO Forum in Cairo, South African President Nelson Mandela's inauguration, the 50th anniversary celebrations of the Allied victory in Europe, and the 50th anniversary celebrations of the state of Israel.

In addition, Mrs. Gore undertook several international trips independently. In 1994, Mrs. Gore traveled to Zaire with Joint Chiefs of Staff chairman John Shalikashvili to participate in relief efforts following the Rwandan genocide tragedy. In 1998, Mrs. Gore led the U.S. delegation to the 1998 winter Olympics in Nagano, Japan.

Later that year, Mrs. Gore traveled to Central America to participate in international relief efforts following Hurricane Mitch. After returning to the United States, Mrs. Gore joined President Clinton for his weekly radio address to discuss the disaster and relief efforts. Mrs. Gore also submitted a report to President Clinton on behalf of the U.S. relief effort.

In 1999, Mrs. Gore traveled to Bosnia-Herzegovina to support U.S. peacekeeping and reconstruction efforts in the region. She visited American peacekeeping troops, participated in a community discussion on the reconstruction efforts, met national women leaders, and visited a multi-ethnic community in transition. Mrs. Gore also visited Greece speaking about the importance of volunteerism and community service.

ATTACHMENTS (Document Annex 2)

- Mrs. Gore's biography.
- Washington Post op-ed on EEOC regulation
- Columbine article

- USA Today op-ed.
- Presidential radio address on mental health
- White House Conference on Mental Health transcript and video tapes.
- White House Conference on Mental Health policy announcements
- Surgeon General's Report on Mental Health executive summary.
- Interagency Council on Homeless announcement.
- *The Way Home* photo exhibition information
- Speech to National Alliance to End Homelessness convention speech.
- Nagano delegation press release.
- Central America radio address transcript.
- 1999 Martin Luther King national holiday remarks.
- Remarks to the United Auto Workers following school shooting.

V. VICE PRESIDENT GORE'S ROLE IN FOREIGN POLICY

Vice President Al Gore played a central role in the Clinton-Gore Administration's national security policy, serving as one of the President's closest and most trusted advisors, participating in Administration decision making on all important foreign policy issues, and taking a prominent and personal role in a variety of important bilateral and multilateral issues.

In carrying out these responsibilities, the Vice President made trips to more than forty countries, met with more than 100 heads of state or heads of government, co-chaired binational commissions with Russia, Ukraine, South Africa, Egypt, and Kazakhstan, and made major foreign policy speeches at home and abroad.

Vice President Gore's approach to foreign policy was grounded in his commitment to the values of freedom, prosperity, security, and the global environment.

In defense of these values, Vice President Gore has stood for a powerful military force, and for the use of that force in appropriate circumstances. He actively promoted the spread of democracy, and has worked and traveled extensively to assist young democracies in their experiment with self-government.

He has stood for a strong U.S. economy supported by a strong global economy, and he has fought hard to open markets abroad for U.S. products, and assist the transition of countries to market-based economies.

He has worked to halt the proliferation of weapons of mass destruction, has fought diligently to limit the spread of sensitive technology, and has helped reach several agreements to reduce the risk and the number of nuclear weapons in the world. He also incorporated the global environment into his foreign policy framework, because resource management and environmental degradation present challenges not only for nations, but between nations.

Enhancing U.S. Security

A signature feature of Al Gore's approach to foreign policy is his desire to personally master the details of national security issues. Throughout his career, in one area after another, he has identified issues crucial to a peaceful and prosperous America, studied the matter intensely, mastered the details, and proposed new ideas for action.

His knowledge of arms control issues has made him a central figure in U.S. arms control efforts for nearly twenty years.

- During a visit to Kazakhstan as Vice President, Gore represented the U.S. at the signing of a Kazakhstan-U.S. agreement in which Kazakhstan agreed to dismantle its nuclear arsenal -- the third largest of the former Soviet Republics.

- The Kazakhstan agreement gave momentum to high-level negotiations Gore was leading with Ukraine President Leonid Kravchuk -- negotiations that resulted in Ukraine's surrender of nuclear weapons. At the same time, Ukraine also endorsed an international treaty to halt the spread of nuclear weapons technology.
- Gore also helped negotiate a deal with Russia and Kazakhstan to bring more than half a ton of bomb grade uranium from Kazakhstan to the U.S. to keep it from falling into the hands of rogue states or terrorists.

Use of Force:

- Strongly backed strikes on Iraq in retaliation for a planned assassination attempt against President Bush.
- Aggressively advocated military action in Haiti to drive out the country's dictators and restore the democratically-elected government.
- Argued strongly for punitive air strikes against the Serbs and strongly backed the aggressive use of American force to stop the human slaughter in Bosnia.

Expanding the International Security Agenda

In January 2000, the Vice President addressed the United Nations Security Council during an "open meeting" on HIV/AIDS. He used the opportunity to explore a new definition of an international security agenda for that world body. While acknowledging the continuing threat posed by armed aggression by one people upon another, he called for recognition that the new millennium brings with it rising forces to challenge international order. He called for the forging of a new agenda that includes:

- Confronting the global environmental challenge, which could render all other achievements meaningless;
- Halting the illegal trafficking of drugs that saps resources and human productivity;
- Ending corruption that corrodes trust in the institutions of government and commerce;
- Combating global terrorism, the threat of which is magnified by the potential access to weapons of mass destruction;
- Dealing collectively with emerging global pandemics, including HIV/AIDS, which pose a threat of laying waste to whole societies.

Bolstering America's Economic Prosperity -- opening markets, promoting transition to market-based economies.

Vice President Gore has been a strong proponent of free trade -- bolstered with strong safeguards for workers, for health and safety, and for a clean environment. He has repeatedly pointed out that ninety-six percent of the world's customers live beyond U.S. borders. Unless the U.S. continues efforts to open markets, and unless the world's economy continues to grow, the U.S. cannot sustain its own rate of economic growth. In support of greater U.S. and global economic growth, the Vice President:

- Spoke to a world-wide audience at the 1999 Annual Meeting World Economic Forum in Davos Switzerland -- making a strong case for open markets, lower tariffs, and the priority of world-wide economic growth.
- Has worked diligently with foreign leaders to facilitate investment by U.S. energy companies in the Caspian region -- estimated to have the second largest oil reserves in the world.
- Oversaw signings of oil deals worth nearly \$20 billion between U.S. companies and Caspian-region governments in early 1998 alone.
- Clinched a U.S.-Russia deal on oil development in the Caspian Sea in the fall of 1994 that will help reduce Western dependence on Middle East energy.
- In his NAFTA debate with Ross Perot on Larry King Live -- before a record cable TV audience -- made an overwhelming case against Ross Perot's protectionist approach. Overnight Gallup numbers showed support for NAFTA jumping to 57% from 34% in the aftermath of the debate.
- With support from the President, Vice President Gore directly influenced and advanced "new" dialogue among democratic nations within the Western Hemisphere with his support of the 1994 Miami Summit of the Americas. Gore's direct involvement prior to and at Miami shaped US relations with her Latin American neighbors forever. Specifically Gore influenced the Summit process to advance such initiatives as good governance, anti-corruption, and sustainable development.
- Three weeks later, in Mexico City for the inauguration of Mexico's new President Ernesto Zedillo, Gore engaged in discussions on NAFTA with Mexican officials.
- In the spring of 2000, Gore worked to persuade members of Congress to support Permanent Normal Trade Relations status for China, ensuring economic benefits to the U.S., stabilizing our bilateral relationship, and helping to integrate China into the world economic system.
- In the context of binational commissions with Russia, South Africa, Ukraine, Egypt, and Kazakhstan and via the U.S.-China Forum on Environment and Development, Gore has worked to promote transition to market-based economies, open more markets to U.S. products, and pave the way for greater U.S. investment.

Promoting Democracy and democratic institutions

Vice President Gore believes that society is more peaceful and prosperous when all individuals are given the chance to make full use of their talents. "Freedom," he has often said, "unlocks a higher fraction of human potential than any other way of organizing society." Accordingly, Vice President Gore has made it a central feature of his work as Vice President to build a more vigorous and vibrant democracy at home -- through his Reinventing Government initiative -- and actively encourage the spread of democracy around the world.

- In his binational commissions, Vice President Gore has always pushed the growth of open and honest government, marked by transparency -- something he has promoted at home as well. In his early years in the House of Representatives, Congressman Al Gore led the campaign for televising House floor proceedings. When that campaign succeeded, he delivered the chamber's first televised speech in March 1979.
- The Vice President has repeatedly pressured leaders throughout the former Soviet Union to respect human rights, uphold religious and other civic freedoms, and promote democratic reforms. At the same time, he has forcefully spoken out against nationalist, anti-democratic and anti-reform figures like Russian ultra-nationalist Vladimir Zhirinovskiy.
- In his keynote address at the opening of the APEC annual meeting in Malaysia, Gore spoke passionately about the importance of democracy and human rights in fostering economic growth. Gore's remarks were badly received by the host government, which was sensitive to charges that it had unjustly jailed, then beaten, former Deputy Prime Minister Anwar Ibrahim.
- Vice President Gore hosted a Global Forum on Reinventing Government at the U.S. Department of State in January of 1999. Attended by delegations from more than 40 nations, this forum invited nations already engaged in serious programs of democratic reform a chance to exchange ideas, build relationships, and work together to build stronger democracies.
- In February of 1999, Vice President Gore hosted a Global Forum on Fighting Corruption -- focusing on corruption among justice and security officials. Early plans called for attendance by forty nations; in the end, more than ninety nations attended -- reflecting the growing strength of democracy, and a growing public intolerance of corruption. In his opening speech, Gore noted that corruption in a country decreases as its commitment to democracy and human rights increases.

Protecting public health and the environment

Vice President Gore has helped elevate the issue of the environment from a domestic issue to an international issue -- in part with the translation of this best-selling Earth in the Balance into 28 languages. In the introduction to the U.S. Government's first annual report on world ecological problems -- released in 1997 -- the Vice President wrote that the report "marked a turning point in U.S. foreign policy," and that environmental problems are recognized as an integral part of U.S. national security.

- In 1992, Senator Gore, with support from the DCI, created the Environmental Task Force to determine the role that classified assets could perform in environmental and global climate research. This initiative resulted in MEDEA, a group of approximately 50 diverse scientists from academia, industry, and government, established to research environmental and earth science challenges with a strong focus on using classified assets to help in our understanding of these challenges.
- Gore led the U.S. delegation to the world conference on population in Cairo in the summer of 1994, where he helped broker an agreement -- between Muslim countries and the Vatican on one side and western nations on the other -- on an international right to birth control.
- Gore led the U.S. Senate delegation to the United Nation's earth summit in Rio de Janeiro in June of 1992 -- helping achieve agreement on the world's first climate treaty, a treaty on biodiversity, and a blueprint for sustainable development for developing nations.
- Gore led the US delegation to the Sustainable Development Summit in Santa Cruz, Bolivia in December 1996—helping to elevate the importance of rural electrification, clean water, and other issues of sustainable development in the Western Hemisphere.
- Gore co-chairs U.S.-China Policy Forum on Environment and Development with the China's Premier. Established in 1997, the Forum has resulted in joint work on: environmentally safe and sustainable agriculture; global threats such as climate change; cleaner and more efficient sources of energy; continued trade in biotechnology products that do not harm the environment; fresh water, coastal and land resource management; cleaner production methods; air pollution reduction; and disaster mitigation.
- Delivered a major address at the 1997 Kyoto summit on global warming, generating momentum toward a climate change protocol calling for strong, realistic action to reduce greenhouse gas emissions, and incorporating flexible market-based mechanisms to achieve reductions at the lowest possible cost.

The Vice President's efforts to draw attention to global health pandemics, including the emergence of new strains of old diseases now increasing resistant to modern anti-biotics, led to new domestic and multilateral collaborative efforts to assure individual health. Funding to deal with the international dimension of the HIV/AIDS crisis more than tripled. The LIFE (Leadership and Investment in Fighting an Epidemic) Program, which resulted from these efforts was funded initially in 1999 and focused on four elements:

- * Primary prevention,
- * Home and community based care,
- * Care for children affected by AIDS,
- * Capacity and infrastructure development.

* Gore initiated and advanced a Global Disaster Information Network(GDIN)—a virtual network for the cooperative exchange of timely, relevant information used during all phases of disaster management to save lives and reduce economic loss. Based on the recommendation for the Vice President, the President established a GDIN Executive Order that tasks U.S. agencies to work together on ways to use information technology to better respond to the needs of disaster managers. Four international conferences (U.S., Mexico, Turkey, and Australia(2001)) and one international demonstration (U.S.-Russia) have been conducted to help establish the proper steps to fully operationalize GDIN.

Binational Commissions

At the request of President Clinton, the Vice President co-chairs binational commissions with Russia, South Africa, Ukraine, Egypt, and Kazakhstan. When Presidents Clinton and Yeltsin founded the U.S.-Russian Joint Commission on Economic and Technological Cooperation in 1993 -- the first of the binational commissions -- they were creating a new and untested instrument of foreign relations.

Under the binational commission structure, committees -- co-chaired by ministerial-level officials on both sides, and ranging in subject from environment to trade to science and technology -- work to identify and achieve clear, mutually beneficial objectives. Committee members schedule their own meetings and projects throughout the year, and the full Binational Commission gathers in plenary session on a regular basis to report on their progress and discuss areas for further cooperation.

The Vice President and his staff hear from each committee before plenary sessions of the commission. That brings coordination and coherence to a broad range of bilateral issues, and the regular meetings force both sides to seek concrete results.

Commission accomplishments include resolving trade disputes, opening up markets, privatizing industries and paving the way for U.S. investment abroad. Health committees have designed ways to reduce lead levels in children, stem diphtheria epidemics, boost AIDS awareness and promote joint research on disease. Commission agreements have also promoted more energy efficient housing, made electricity available in rural areas, provided purified water in remote regions, and advanced cooperation in space. The U.S.- Russia Commission has designed production-sharing legislation to allow U.S. investment in the Russian energy sector; help convert to civilian use military facilities formerly associated with the production of nuclear weapons, and arranged an end to Russian production of plutonium for use in nuclear weapons.

Still, the value of the Commissions lie as much in relationships as accomplishments. The Commission schedule and structure build relationships that have their own momentum, and continue regardless of differences that may arise in other areas. The Kosovo conflict, for example, was resolved in part by the relationship that the Vice President had forged with his former counterpart on the US-Russia Commission.

In early 1998, before the tenth meeting of the U.S.-Russia Commission, Susan Eisenhower, Chair of the Center for Political and Strategic Studies, told the Washington Post: “[U.S.-Russia] relations right now are more strained than they have been in some time,” she said. “For just that reason, it would be a disaster if anybody called off the Gore-Chernomyrdin Commission. A dialogue wouldn’t take place without that mechanism.” In 1999, China scholars David Lampton and Gregory May wrote about the U.S.-China Forum: “This kind of pattern should be institutionalized, becoming more like the U.S.-Russia Joint Commission on Economic and Technological Cooperation – originally known as the “Gore-Chernomyrdin Commission.” The Commission meets roughly once every six months with both the U.S. vice president and the Russian prime minister participating. In addition to fostering economic and scientific cooperation, the Commission provides an important alternative channel for discussion of sensitive security issues.”

Consolidating Freedom and Democracy in Europe

Vice President Gore was an integral element in the Administration’s 8-year mission to bolster transatlantic relations and to complete the President’s vision of a Europe whole and free. His contributions were far-ranging, to include personal involvement in directing elements of the U.S. Balkans policy, ongoing dialogues with key European and European Commission leaders on a broad array of foreign policy and trade issues, and engagement with key leaders in Central and Eastern Europe during their transition to democracy and free markets.

Securing and Broadening the Alliance. The key pillars of the President and Vice President’s vision of this new Europe have been NATO enlargement and the Alliance’s willingness and ability to take on new roles and missions to fit the new conflicts in Europe and elsewhere. Part of this process was an early dialogue with key states in Central Europe, which the Vice President helped initiate through his trips to Poland and the Baltic nations. The Vice President’s unique engagement with Russia and Ukraine through the mechanism of the bilateral commissions helped further define new security relationships in Europe through the foundation of NATO’s Permanent Joint Council with Russia and the NATO-Ukraine Commission. The Vice President also joined the President in welcoming the three newest members to NATO – Poland, Hungary, and the Czech Republic – during state visits to the U.S. by leaders of those nations in 1998-1999. Finally, the Vice President maintained an active dialogue with a leaders of a wide array of countries involved in NATO’s Partnership for Peace.

Balkans Policy. The nexus of new missions for NATO and new conflicts in Europe is best exemplified by conflict in the Balkans in the 1990s. The Vice President and his National Security Advisor played personal and substantial roles during the Bosnia and Kosovo conflicts, and during the elections in 2000 that led to Milosevic’s ouster. During the height of the Bosnia conflict, for example, the Vice President personally directed America’s sanctions efforts against Serbia. Again, in the spring of 1999 during the Kosovo conflict, the Vice President and his staff were directly engaged in NATO’s air campaign – including strategic and tactical choices to stop Serbia’s ethnic cleansing -- and the negotiations that eventually led to UN, NATO, and other elements to take up military and civil administration of the province.

Other Conflicts in Europe. The Vice President has also been active in the resolution of other conflicts in Europe. Following a more public role to facilitate the Northern Ireland peace process in its early years, he has remained engaged behind the scenes in the two years since the Good Friday Accord. He provided similar private support to the President's efforts to promote a Cyprus settlement; the Vice President's National Security advisor, in particular, maintained a vigorous dialogue with key communities in the U.S. on this issue. In his second term, the Vice President was also an instrumental element in encouraging rapprochement between Turkey and Armenia -- speaking with leaders of both nations several times in the last four years -- and facilitating a settlement to the Nagorno-Karabakh conflict between Armenia and Azerbaijan.

Working with European Institutions. Finally, the Vice President has helped the U.S. in broadening the transatlantic relationship with the EU. Gore addressed a select group of U.S. and European business leaders in November 1998, and a larger assembly of Europe and other world leaders in Davos in January 1999 to outline his vision of our new trade and economic agenda. He also joined in the Administration's efforts to further develop the OSCE and missions in Europe.

APPENDIX (Document Annex 2)

Videotape: Leon Feurth briefing on the meeting of Al Gore and Russian Prime Minister Stepashin

Videotape: Leon Feurth briefing on international corruption conference

Videotape: Al Gore's speech to AIPAC

Remarks by Al Gore

PNTR 5/9/00

UN Security Council Session on AIDS in Africa 1/10/00

United Nations Security Council 1/10/00

Global Forum on Fighting Corruption 2/26/99

Global Forum on Fighting Corruption 2/24/99

International Conference on Reinventing Government 1/14/99