

**NLWJC - Kagan**

**DPC - Box 014 - Folder 001**

**DPC [Domestic Policy Council] -  
Pillar Project**

August 26, 1997

MEMORANDUM FOR ERSKINE BOWLES  
SYLVIA MATHEWS  
JOHN PODESTA

FROM: Bruce Reed  
Elena Kagan

SUBJECT: Long-Term Strategic Planning

In thinking about priorities for the remainder of the President's term, we think it is useful to ask five kinds of questions:

1. What are the most serious problems facing the nation today -- the issues of most genuine importance to the country's future?
2. What does the President most deeply care about? What issues speak to him and arouse his passion? What are his most intense and personal commitments?
3. In what areas can the President actually accomplish something? Where can he show real and measurable achievements? Where can he most make a difference?
4. What will he get credit for, now and in the future? What successes will people notice and care about? What successes will they attribute to the President?
5. What commitments has the President already made and what priorities has he already set?

These questions often point in different directions. An extremely serious issue may not be one the President can do anything about; an issue on which he can make real progress may not be one that moves him; an issue he cares about deeply may not be one on which others give him deserved credit; etc. In setting priorities for the remainder of his term, the President should try to determine the few issues where everything comes together: urgency, passion, the potential for accomplishment, the likelihood of recognition, and consistency with prior commitments.

Among domestic priorities (any President must and should make "American Leadership Abroad" a top priority), we think these questions point to a focus on (1) education, particularly standards and school reform initiatives; (2) health care, including entitlement reform, coverage expansion, consumer protection, and biomedical research; (3) children and family, particularly child care programs; and (4) welfare reform. We should continue to push our agenda on crimes and drugs -- especially with respect to community policing -- but should recognize that we

probably will be playing defense in this area for the next two years. We should take the President's commitment to racial reconciliation seriously -- but largely by focusing not on race itself, but on the problems of education, health care, crime, etc. felt by people in poor rural areas and inner cities.

1. *Education:* The President already has said that education -- particularly national standards -- is his first priority, and he has credibility in this area. The state of the nation's public schools demands action, and the President speaks with knowledge and feeling about these issues. The only question is whether he can make significant progress on this front, given the traditional preeminence of state and local governments over K-12 schooling. We think he can, so long as he chooses his targets with some care. He must continue to fight for voluntary national testing, recognizing that progress in this area will be measured in the long term. And he should combine this campaign with its natural complement -- a program of school reform, designed to foster a new "ethic" of education involving high expectations, accountability, and public school choice. We recommend, in particular, a program to select a number of inner cities (the places of greatest educational need) as "Educational Opportunity Zones," in which schools would receive special assistance in exchange for adopting policies of no social promotion, public school choice, reconstitution of failing schools, removal of bad teachers, etc. In addition to standards and school reform efforts, the President should continue to emphasize education technology and should propose increased mentoring and support services for poor middle- and high-school students to encourage minority enrollment in higher education.

2. *Health Care:* We are very well-positioned to make continued progress in health care, building on the gains we made in the budget. A sustained focus in this area -- where federal action is the norm and where bipartisan action is often feasible -- will leave a record of strong accomplishment. Entitlement reform is the surest route to credibility and perhaps the greatest need, but it is also the area where tangible accomplishment will be most difficult. We should work hard there, but should not ignore the rest of our health care agenda: further coverage expansions (for the 55-65 age cohort or workers in-between jobs), consumer protection reforms (to ensure quality, prevent discrimination, and protect privacy), and increased biomedical research (taking advantage of Republican support and perhaps using money from a tobacco settlement). By the close of the President's term, he can have amassed a substantial record in this area, which will make people view in an entirely different light our lack of success in passing the Health Security Act.

3. *Children and Families:* For a number of reasons -- including the passage of welfare reform, recent discoveries about early childhood development, and increased understanding of the difficulties of balancing work and family -- the issue of child care is ready to burst onto the national scene, and the President and First Lady should be in the vanguard. There is a great need for leadership (although, as in education, some resistance to *federal* leadership) to ensure that child care of decent quality is available and affordable for working Americans. Given their commitment and credibility in this area, the President and First Lady have an opportunity to push through significant reforms, perhaps including changes in the dependent care tax credit,

increased child care subsidies, and quality enhancements. An especially important feature of this package of reforms (even a promise of universal access, if we can manage it) should be after-school (but generally in-school) programs that give school-age children enriching and activity-filled afternoons.

4. *Welfare Reform:* Whatever else the President does during his term in office, he will be judged in significant measure by the success or failure of welfare reform. Welfare reform has the potential to be the greatest social policy achievement of our generation -- or to be a terribly harmful social experiment. For this reason, welfare reform must remain near the top of the President's agenda, even though actual control of the welfare system is now largely in the hands of state and local governments. The President should be actively engaged in promoting private sector hiring of welfare recipients and implementing our new \$3 billion welfare-to-work program. He should push Congress to invest more in welfare reform efforts (for example, by passing our initiative in NEXTEA for welfare-related transportation services); he should push states to make good use of TANF monies. In short, for the remainder of his term, he should maintain continuous and relentless involvement in this area.

9-13-97 Potus Pillars

Potus Criteria

1. Impact - best impact on largest # of people
2. Necessity - what we have to do - applying rules to tasks at hand
3. Possibility - what can we actually do
4. Legacy/clarity - enduring impact + crystallize what we're trying to do.  
 guarantee that what we've done lives on after us.  
 give clarity to what this Admin stands for - crystallize how we're viewed in future

VPOTUS Good job.

Sylvia Budget priorities - hard to make choices

Hilley 3 things to think abt on resources issue -

1. Trust fund w/ dedicated revenue source (tobacco \$)
2. Approp: area - very limited over 2-3 yrs.

The Repubs now talking abt surpluses

\$1 - \$1 - \$1  
spending taxes debt reduction

3. Private sector/State + locals - look to these resources

Spelling Agree - thinking that dedicated rev source is good idea.

Other initiatives won't break bank - \$100-200 m.

Real choices: R+D/biomed - tech<sup>initiative</sup> climate change - children's initiative -

billions  
construct beh.  
inf anxiety \$

health care coverage

child care  
after school  
pre-school learning.

POCUS

Assessing good econ - strong outreach.

3 choices / 1 no-choice

↓  
Good econ team running econ as well as poss.

~~Options~~

Foreign policy defense - choices to be made

Down pol - also choices on budget spending items

Crime/war or imp - bec p. need to believe fund insts. ad.

Dealt w/ - how to keep under control -

Control

prob's led  
simplify the stas

1. ed - focus on stas / reading. Things that have to be done

2. recommending what + how in way that shows plans left

Health ins - affordable - revenue stream of HSA - inner way to  
continue to expand coverage.

Child care - unconv. situati - new. limit to what friend  
do - have to jury-rig.

That's where the \$ goes -

revenue legacy 1. emp. the stas - charter/choice/ etc etc.

2. coverage

3. child care

Defining the future

Including: 1. Sci/tech

2. Nat enviro / race - how we learn to live together  
in world today.

3. enviro

Here what's most imp is:

find serious / successful / optimistic way of talking

abt enviro challenges - climate change must be

part of this optm theme.

so yrs ago, if this enviro thing goes wrong, it will make everything we've done look like peanuts. Look like we've run away from key problems.  
But have to talk about it right - register w/ whoever p.

Sci/tech - we don't know w/ balance research. But not spending enuf - espec on basic research.  
Can't do everything.

Pick some one area that captures pub imag + make it hard; OK

Set up a fund for future - w/ specified uses (eg. from tobacco) - our gift to future.

Millen gives us a chance - e.g. endow perm research fund to deal w/ X.

OK - take arts/scholarship out of politics - w/ endowed fund.

Still no zip on race thing.

unless have drug habitus

Just pointing

Drug-testing every Amer in prison - no - wait. wait  
No one should be paroled until thru drug habitus  
assoc w/ drug of tenor

Fed prison syst is heading due south -  
new vid of tenors (espec drugs) - just long warehoused/  
no ed. Under those sent. guidelines - held too long.

Hille: What of entitlement reform

Tom: Real trick is ~~err~~<sup>ing</sup> up bipart process.  
Medicare reform is in realm of nec - sorry to happen

Prefer to do SS reform now - i.e. before election  
Remove argument for conservative candidate in 2000.  
Never believed this is the greatest prob in the world -  
basically an accounting problem.  
Don't want it to dominate rhetoric of last 3 yrs.

Rubin: Imp. how you use your time.  
Econ stuff generally not very well understood - your accumps  
not very well appreciated.  
Repubs will come at you w/ tax reform.

POTUS: Have to figure out how to talk to people -  
get P. to talk about issues in context.

VPOTUS: In the end, the picture will come into view.  
Our msg has penetrated further into mindset of Amer people  
than we give ourselves credit for.

Number 1 priority - continue send report of econ policy. <sup>Ed-co-equal</sup>  
Sci/tech - we've had strength policy. Very imp't. <sub>w/ #2</sub>  
Where do I fit in? 2nd caty of issues -  
cities/enviro/ reinvent govt - VP can step in  
need occasions to wheel Pres in.

Race right after econ and ed.  
such a hunger -  
Hav'n't figured out algorithm - dialog + action

POTUS: Lots of stuff we've already committed selves to.  
2 large things we've done - in budget -  
urban initiative - have to do it right



Implement Wp return they right. Critical  
Implement child health initiative right - if Eyes start  
dumping kids on public rolls, we are screwed.  
Caris front obligs wife undertake recurrent budget

8/20/11 - Imp of voice being seen as a focus - in both econ + social terms -  
You have unique capacity.

Don't be complicit in racial division

Distinguish btw what we do + what you say.

You can only say a handful of things.

You see relations between things - blessing + curse

Our appetite for accuracy ought to be great

But you have to focus - be very disciplined about how you  
the resource of your voice (not what you spend time  
on)

Portus: Reagan had a mantra - part of everything he said.

" had moments - tried to give defining speeches -  
should do more - try to put all together -  
say 2x per year

(Keep self/tech initiatives as part of million things)

Brigalen - Have to always take 2 mins to show how everything fits  
together.

Portus - Ent return - 83 model - everyone on board + give everyone credit  
WH should carry burden

Race - have to figure out - have to give energy to.

CFRehm - all know its going to be. We have to try.

When CF dies, we will have to get out - then killed it.

Then, we should do what we can get done.

System is dysfunctional - part of re-inventing system.

1. bill due to low cost #?

2. free time

These 2 things would be huge.

This is all in the necessary category.

Podesta - This fall we have a lot of dishes on plate

Have to keep positive message.

Have to mix some good, positive stuff - tobacco good in this.

VPOTUS - Values - Repubs would put it #1; we haven't mentioned.

Tobacco / Race / Enviro / CFR - can all be abt values

Concentric circles - indiv / fam / community / racial + ethnic ID - pos, but  
generators of crisis - / region / nation / subglobal region / global

Rubin - You have to change how you use your time

- too many events

- too many mtgs w/ little principal leaders

You have to spend more time

Thinking - eg about climate change  
new exec

Executive - even to take up executive  
of other folks' time too - eg DFC

POTUS: imperative to have serious time on exec issues / + on climate change.

Smaller mtgs - no more than an hr - foreign policy.

Speaking - Children in poverty - key prob.

Forum: Hangs on Ed/Med/Pol's/etc. <sup>child care</sup>

Kind of like race.

Behind certain pt, can't fix until the p. can make a decent living + organize their lives.

What you have to do is lots of indirect things.

Waldman: Frequency of pub appearances -

if you speak less, you'll be heard more

VOTUS - way you/your staff spend time.

Avail. for higher priorities.

Greater benefit to back of

EB: Risk on other side is scandals

POTUS: Not sure. Scandal with imp.

Events keep poll #s up - poll #s enabled balanced budget

Podolski: Try at beg of next yr - not end of this yr.

Need to set aside block of time on climate change - needs to be decided in next 6 mos.

POTUS: On climate - I have to figure out what options are here.  
Essential issues of last 50 yr.

## WELFARE REFORM PRIORITIES

- **Hiring of Welfare Recipients:** Promote private sector hiring of welfare recipients through the Welfare to Work Partnership, which has already signed up over 1,000 employers and which will lead welfare to work programs at most major corporations and many small- and medium-sized businesses. Implement the federal hiring initiative led by the Vice President.
- **Welfare to Work Jobs Challenge:** Implement the new \$3 billion Welfare to Work Jobs Challenge secured in the Balanced Budget Act, which will provide funds to hundreds of high poverty/high unemployment communities to put long-term welfare recipients to work.
- **Welfare to Work Investments:** Obtain as part of the ISTEA re-authorization funds for communities to help provide transportation for people moving from welfare to work. Continue, as the President did at his speech to the National Governors' Association in July, to exhort states to invest savings from falling welfare caseloads into putting even more welfare recipients to work.

### High priorities / Current commitments

1. Private sector hiring through the Welfare to Work Partnership
2. Implementation of \$3 billion Welfare to Work Jobs Challenge
3. Welfare to Work Coalition to Sustain Success, led by the Vice President
4. Federal government welfare hiring, led by the Vice President
5. Welfare to work transportation: Seek \$600 million in ISTEA bill

### New initiatives that are most promising

1. Reward states for successful job placement through performance bonuses
2. Parental responsibility: seek new ways to increase child support enforcement and increase the involvement of both parents in their children's lives.

### Important initiatives that can be handled by others in the Administration

1. Teen pregnancy prevention
2. Tracking the progress and implementation of welfare reform
3. Return to work for people with disabilities

## EDUCATION PRIORITIES

In his 1997 State of the Union Address, the President announced that education would be the top priority of his second term. While a range of education issues will require Presidential attention and effort, DPC and NEC recommend five areas as having the greatest potential for lasting accomplishment: national standards (including reading), school reform, education technology, college access, and job training.

**1. National Standards, Testing and Achievement in Reading and Math.** The President should continue his campaign to firmly establish voluntary national standards and tests and sign up states to participate, recognizing that progress in this area will occur over the long run. This campaign should build on and strengthen state-level efforts supported by Goals 2000 and Title I to develop rigorous academic standards in the full range of core subjects. The effort must also place a sustained emphasis on raising student achievement, by passing and launching America Reads and by creating a new national partnership to boost middle school math achievement.

**2. School Reform.** A natural complement to the campaign on standards is a program of school reform that fosters a new ethic of education involving high expectations, accountability and public school choice. An important feature of this effort should be a new initiative to select a number of inner cities as Educational Opportunity Zones, in which schools would receive special assistance in exchange for adopting policies such as no social promotion, public school choice, reconstitution of failing schools, and removal of bad teachers. The school reform effort should incorporate sustained advocacy for publicly accountable charter schools nationwide, and includes the President's proposals for recruiting and training good teachers.

**3. Education Technology.** Ensuring that every child is technologically literate -- and that new technology is equitably spread -- is a critical imperative. We need to make sure that we have made progress on all four ed tech goals. The task of wiring is on track at the current funding levels (assuming the Universal Service Fund is upheld). We are proposing an additional investment (1) to provide training so that teachers can make the most effective use of technology, (2) to improve on the state-of-the-art in educational software, and (3) to evaluate the effectiveness of technology.

**4. College Access and Early Intervention.** With the tax cuts for higher education, increases in Pell Grants, and improvements in the loan programs, we are proposing a major presidential campaign to communicate that college is available to everyone at every point in their lives. A concentrated effort in low-income areas could include a program of school-college partnerships that provide mentoring and academic enrichment to children starting not later than seventh grade. We are working on this in conjunction with Chaka Fattah.

**5. Job Training.** Success is likely next year in our effort to consolidate job training programs and empower individuals with Skill Grants. We can go further in expanding training opportunities and helping the unemployed through: (1) harnessing technology for lifelong learning by funding the development of software and an Internet-based system for job training; (2) expanding the availability of unemployment insurance to more part-time and low-wage workers; and, (3) opening up more training opportunities for dislocated workers.

## HEALTH CARE PRIORITIES

- **Medicare and Medicaid reforms:** Improving the efficiency and long-term viability of these critical programs. This includes: implementing major Medicare reforms in the Balanced Budget; considering initiating important Medicare reforms in the next budget; and appointing and successful Medicare Commission and considering additional Medicaid reforms.
- **Coverage expansions:** Decreasing the number of uninsured Americans through incremental, flexible, responsible programs. This includes: aggressive implementation of the children's health initiative and a possible new outreach initiative, and potentially new initiatives to cover groups such as coverage for uninsured elderly not yet eligible for Medicare (one of the most difficult populations to cover); families of workers in small businesses (through voluntary purchasing coops); and families of people between jobs. Because of funding limitations, options will likely be limited to one of these initiatives.
- **Consumer protections:** Continuing to develop consensus on a broad range of public and private consumer protections to address the public's serious concerns about quality in the rapidly changing health delivery system. This includes: following through on genetic discrimination legislation; promoting privacy protections; developing a comprehensive consumer bill of rights in conjunction with the Quality Commission; and strengthening food safety.
- **Tobacco, research and other high-priority public health initiatives:** Promoting a strong research and public health agenda to improve the overall health of Americans. This includes: addressing the tobacco settlement; creating a biomedical research trust fund; proposing initiatives to reduce racial health disparities; dealing with increasing pressures to address the needle exchange issue; and passing FDA reform among others.

### High-priorities / Current commitments

1. Children's health implementation
2. Medicare reform: Commission and anti-fraud and abuse initiatives
3. Tobacco settlement
4. Key and potentially controversial nominations: Surgeon General, FDA commissioner
5. FDA reform/pediatric labeling

### New initiatives that are most promising

1. 21st century biomedical research trust fund
2. Quality / privacy protections
3. New Medicare reforms: high-income premium and age eligibility demo
4. Coverage initiatives: voluntary purchasing coops; coverage of uninsured seniors not eligible yet for Medicare; and Medicaid kids' outreach

### Important initiatives that can be handled by others within the Administration

1. Food safety
2. Race and health initiative
3. Genetic discrimination protections
4. Medicare budget provisions implementation
5. Needle exchange

## CRIME AND DRUG PRIORITIES

- **100,000 More Community Police Officers:** Continue implementing the Administration's signature program to increase police presence and expand community policing throughout the country. Add new emphasis on policing strategies that address quality of life issues and crime "hot spots."
- **Juvenile Crime Bill:** Enact comprehensive anti-gang and youth violence strategy that: funds local prosecutors; expands after school programs; bans violent juveniles from owning guns as adults; and requires child safety locks with every gun sold.
- **National Drug Control Strategy:** Enact and implement \$175 million media campaign, as part of the National Drug Control Strategy, to help counter recent increases in adolescent drug use.

### **High priorities/ Current commitments**

1. Implementation of 100,000 community police officers (COPS) program.
2. Enact critical components of President's anti-gang and youth violence strategy in juvenile crime legislation.
3. National Drug Control Strategy's anti-drug media campaign targeting youth drug use.

### **New initiatives that are most promising:**

1. Legislation to crack down on money laundering.
2. Testing and treatment of drug-using offenders.
3. Add technology component to community policing initiative to include innovations such as hand-held computers and crime mapping software.

### **Important initiatives that can be handled by others in the Administration:**

1. Continuation of Brady Bill background checks (assuming Congressional action is not required).
2. Implementation of Violence Against Women Act.

## CHILDREN AND FAMILIES PRIORITIES

The children and families agenda is cross-cutting. Priority issues range from education to health to environment to welfare reform to crime prevention, which are reflected in the overall grid. To ensure the President's rightful legacy as the children's President, we have three important challenges:

- 1) consolidate and strengthen the President's strong record of achievements -- expansion of health care for children, Head Start, immunizations, education, WIC, and EITC, protecting the environment, promoting early childhood development, making the streets and world safer for children;
- 2) ensure that we are as diligent in implementing these programs as we were creating them, particularly with respect to investments in children's health and education, welfare reform and crime prevention; and
- 3) pursue bold, new programs, of which child care should be a priority.

The Children and Families Pillar outlines priority issues not otherwise discussed in other pillars. The building blocks of the children and family pillars include two clear priorities:

- **Strengthen Child Care:** Address the significant quality and affordability crisis in child care for working families by launching at the October White House Conference an administrative and legislative initiative that targets: health and safety of children in care; quality of care; affordability of care; availability of both infant and toddler care and school age care; and public education. Broad parameters of initiative could be discussed at White House Conference and full initiative unveiled in the State of the Union.
- **Improve Adoption and Child Welfare System:** Advance the President's Adoption 2002 initiative, which sets goals of doubling, by the year 2002, the number of children adopted or permanently placed each year, and of moving children out of foster care more quickly by: pushing Congress to act on pending legislation and appropriation requests.



DPC - pillar project

## Long-Term Strategy Meeting

### Pillars

- ~~1.~~ Education - Reed, Sperling
2. Renewing our Cities, Welfare, Underclass - Sperling, Reed, Klain
- ~~3.~~ Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons - Reed
- ~~5.~~ Children and Renewal of Family - Verveer, Echaveste, Reed, Sperling,
- ~~6.~~ Gifts to the Future - Verveer
- ~~7.~~ International Economic Leadership - Tarullo, Summers, Sperling
- ~~8.~~ Savings/Entitlement Reform - Sperling, Summers
9. Health Care/Improving Health Status - Jennings, Reed
10. American Leadership Abroad - Berger, Steinberg
- ~~11.~~ Science/Technology - Gibbons, Podesta, Gips, Sperling
- ~~12.~~ Racial Reconciliation - Echaveste
- ~~13.~~ Rego/Effectiveness of Government - Stone
- ~~14.~~ Campaign Finance Reform - Waldman, Emanuel

cities / WP  
Crime  
Health  
Abroad

## THE WHITE HOUSE

WASHINGTON

August 20, 1997

## MEMORANDUM FOR STRATEGIC PLANNING TEAM

FROM: ERSKINE BOWLES *EB*

SUBJECT: Preparation of Recommendations to the President

We made significant progress in developing our strategic plan at our meetings August 14 and 15, 1997. Each group that was assigned responsibility for one or more of the fourteen pillars should spend between August 15 and August 26, 1997 updating your reports as follows:

- 1) Incorporating the changes the group feels appropriate from the first round of meetings;
- 2) Incorporating additional information the group feels appropriate as a result of subsequent meetings; and
- 3) Ranking within each pillar those areas of emphasis that you think are more important than others.

For those groups updating your assigned areas, please use the chart format that we have been using. In particular, while developing your *recommendations*, please account for those *commitments* that have already been made and will occupy the President's time (e.g. APEC, G-7). Also, distinguish what is in the budget already and what is not, so that we can differentiate between old and new initiatives and their costs. Furthermore, focus on timing (e.g. within the education pillar, do we do standards first and technology second?).

Also, separate from the individual pillars, each member of the team should individually rank the pillars in order of perceived importance. In ranking the pillars, please list the pillars in your recommended order and briefly describe the reasoning behind your prioritization (no more than two pages please).

This information should be submitted to Sylvia Mathews by noon on Tuesday, August 26, 1997. She will then call for a meeting on Wednesday, August 27, 1997 to review this new information and prepare a report to the President. The report will be forwarded to the President no later than Tuesday, September 2, 1997.

Thank you for your help in this endeavor.

Andrew J. Mayock  
08/22/97 10:10:48 AM

Record Type: Record

To: See the distribution list at the bottom of this message

cc:

Subject: Long-Term Strategic Planning

Attached is a memo from Erskine to the strategy team. The purpose of this e-mail is to do the following:

1. further explain Erskine's request for a separate memo on prioritizing the pillars;
2. try to frame this modifying-your-pillars process;
3. inform you of deadlines and drop-offs;
4. provide the modified table of contents (or "table of pillars" which is attached); and
5. provide the memo, in case you have not seen it yet (attached).

First off, apologies for the lousy timing of this whole project. The first round with the 48-hour deadline was difficult, and this round, while not as time sensitive, is just as vexing with so many people on vacation. However, this round should afford some time for groups to work together.

#### Separate Memo on Prioritizing the Pillars

The third paragraph of EBB's memo requests that each member of the strategy team individually rank the pillars in order of perceived importance and briefly describe the reasoning behind their prioritization. This request is for the core members of the strategy team to spend some time individually thinking about their recommended vision for the next three and one half years. It should stimulate some creative and thoughtful ideas for moving forward. These memos will go directly to Sylvia and Erskine. I do not think that these memos will be circulated among the group, but I will follow up on this point later.

#### Modifying Your Pillars

In modifying your pillars, please pay attention to the third paragraph regarding timing, prioritizing and costs. While this process may seem not exactly clear (understatement), I think it is useful keep in mind the goal: *On September 2, we must provide paper to the President which clearly and succinctly provides the pillars and the choices within them and among them.* Therefore, in modifying your pillar ask yourself 'How do I accomplish this with my pillar?' That is, can the President see that my pillar is prioritized? Is the time for initiating and/or completing a particular building block clear? Can he see that the cost is already in the budget or that it requires new spending or reprioritization of budget funding? etc.

#### Deadlines & Details

As the memo states, the deadline for pillars and memos is Tuesday, August 26. Please forward 25 copies of your pillar to me in room 164 OEOB. Please make the deadline, as it will greatly help the Wednesday's meeting generally (and your pillar specifically) if the participants have the afternoon and evening to review the materials. Due to the tight deadlines of last meeting, we were not able to distribute the pillars before the first meeting and some of the meeting time was eaten up by the group reading and deciphering pillars. With vacation schedules, I realize this will be difficult too.

#### Modified Table of Contents

The table of contents (attached) was modified by adding campaign finance reform and merging families + chi down.

8/27/97 Lay-range strategy meeting

- GS: Take this op to ask what mks most - to him + to Amer people  
 Has to look at how pillars interrelate - e.g. children/ed/race  
 cross-cutting themes  
 5 areas of scarcity - \$, pres time, political capital, WH time
- PB: Our job to disaggregate + analyze/ his job to synthesize -  
 back toward narrative coherence.  
 Imp. to history/nat - / world  
 position - his own  
 consistent w/ history + philosophy  
 cost? (see GS)
- SB: GS's limits - have some flexibility to them; don't minimize  
 potential for elasticity.
- MW: Most helpful to him if we present product in thematic + values-  
 based context. Time of change/preparing for 21c - suggests certain  
 focuses.  
 Need to ensure <sup>policy</sup> proposals are strong enough to carry messages.  
 Should rethink how big we want to be.
- SM: when he gets back, need to have mty w/ him - diff  
 priorities.
- JP: Has to build on what we've done. Context is crucially imp't.  
 EB - stewardship of economy - ad/int'l econs

Also - unexpected strength in foreign policy.

Also - trying to bite off health care - cut of just of that, we've rebuilt / gotten stuff done. (Gorbachev signifies character)

Cluster of values issues - brought back to Demo party - need to do more on - defining piece of last term.

More on pol reform to compensate for 96 "abuses"??

Shouldn't do - have to be positive / can't worry abt these things.

id  
STB: Idea of building on what's already been done. Transition - to new econ - which he has managed should explain structural changes in econ - not just another bump in the business cycle. Organize all around this theme - ed / health / children - all fit into "New Economy."

Stamps: Point now is leader of world - not just claim.

Changing world in profound ways.

Another criteria - is he going to get the credit? (e.g. he won't on campaign financial / science + technology)

Even crime - attributed to gov / mayors / demographics.

This is what we want to do - we have to figure out catalogue what he should do.

Frankel: "New Econ" talk making me nervous. Econ downturn could happen - we shouldn't overclaim.

Some decisions we will have to make no matter what - e.g. climate change is huge.

RK: Howit figured out how to pull from this - what are real decisions he ~~was~~ needs to make?

Env policy is going to happen, e.g. - + he's going to be involved no mtr what.

Some stuff will happen no mtr what.

Has to ask: What are genuine tradeoffs before him?

Budget + time.

Choices are limited in here - has to turn them into genuine choices.

65: Has to ~~ask~~ Criteria understand that much of this will be hitting us at same time - has to make choices - even this fact: fast track / global warming, etc

66: Econ is a framework by which to judge some of these decisions - e.g. provides a value-adj for R+D.

68: Can talk abt major themes.

Put hard choices that you have to make.

Not conflicts between pillars - but between major <sup>(initiatives)</sup> ~~pillars~~.

69: What major decisions must P. make?

What major demands on his time?

Thematic dissep  
- family workplace  
- ed. policy  
policy dissep.

- school volume - espec in  
urban pub schools

New ethic - w/ r/s  
acceptability  
choice

- min enrollment

## Education -

GS: 1. Mvt on standards

2. Ed tech. - surge of rising technology.

Pres has to be involved enough

General feeling - more + additi-onal in area of young kids  
disap on this thematically.

### 3 universals

RK - a 13th + 14th grade - how have we done on this  
achievable - most of policy done.

b. 3 hrs of after-school

c. most curbar - 2 yrs of pre-school

2. of expense how you do it / what it means.

GS: Continue to press for full grant ↑s.

Early intervention for high ed enrollment - espec  
minority enrollment.

Johnson - Level of initiative we have doesn't meet the historic test.

GS: Need to focus on time choices / # choices -

Primitive ed pillar w/ bene  
Bring out pre-school / c.care  
choice.

## Political Reform

MW: Pres has committed to this

Very imp to nati - - syst spinning out of control

Never put resources into this - will be blight on Presidency if we don't

JP: Choice - camp. in return on elect. reform (e.g. Weekend vtz)

↳ intractable; won't pass in broad form  
can't say: fuck it  
but it won't happen.

↳ impact on P. vtz.

↳ AC: early vtz.  
NOT e-mail vtz.

RK: We can get soft- $\&$  law.

good thing to do - but will buy a lot of people

but be sure this is where we want them to  
do a hard vote.

uw - Has to reach this decision early.

MF is going to turn into soft- $\&$  law.

PB - Real problem is not vtz - int. of  $\&$  in our system.

History of this Admin will be tainted.

AL: P. can't do much anyway.

Too much political capital.

JP: Huge problem is Bush-stuff.

SM: Presentation for President -  
pros/cons.



Pillar lacks coherence

WR

Underclass/Cities/Welfare

GS: Too much a description of what we already have.

Policy work on

1. Capital side
2. Move on WR.
3. Metropol etc

RK: WR a separate pillar

Cities - kind of run out on our agenda.

could do ed. sluth (ed zones - kind of like)

but not a lot left there - need to come

up w/ new ideas

Not ready to be <sup>Clinton</sup> pillar yet.

GS: 3 areas in cities

- 1) ed - everything we do (in add'n to urban ed. zones (all-inclusive))
- 2) capital
- 3) the whats is me - in some sense connected to WR

JP: Just give econ dev as related to cities to VP.

Science + Technology -

RK: 3 key decisions

1. - we are level in R+D funding - Japan surpassing us -  
8b. decision - potential totemish in this Admin

2. Metl Spacel Ed Tech

Applied science projects

How do you allocate resources?

When do you invest \$?

3. Does he have intent. w/ science

Does he want to invest time so that he can get credit for spin-offs. e.g. on some space thing.

CS: P. has lots of credits in health care - can ~~make~~ get much more credit in biomed research. <sup>research</sup>  
he gets associated w/ health care <sup>^</sup> stuff

JP: P gets into science as con thing (health thing - That's where his time should be.

Open op: cluster of climate change / science questions

Critical decision - restore R+D budget??

GS: R+D is just like any other discrete spending.

Need for this to be not an all-or-nothing decision -  
have to have subcategories (e.g., biomed research)

2. We will spend \$ on climate change

JB: 3 areas most key -

1. fundamental research - most univ-lands

2. climate technology + climate science

3. education technology

## 8/28 Luy-Tam Strategy Meeting

### 1. Preys

Keep w/ VP. Imp. but no Pres signature

### 2. Foreign Policy

JP: Real is how we prioritize among so much that is good + imp't.

SB: Keep lid on trips.

### 3. International Economics

SB: Try to see this as part of "new econ" framework

New synthesis - pro-trade abroad, but recops + responds to domestic emergence of that

AL: Part of econ policy / backs up what we do internationaly

JP: Danger of overreaching - sometimes going for small gains at big costs.

Do we want strong wks w/ to/look retaining initiative?

↳ emp behavior abroad

SB: Need to think real smart about what we can do

AL: We should have policy for econ disruption - helping p in any kind of econ change - not just for people who've lost jobs, bec. of trade (which we can't tell anyway).

SM: Corner pillars -

foreign policy

all economic.

AL: Economy-balanced budget;

tax policy

econ. stewardship generally.

Crime: We've found a winning strategy; should basically continue - w/ about same level of Pro involvement. build on/don't fund change

#### 4 legged approach

1. Policy - signature item
2. Tough penalties
3. Sensible prevention programs
4. Pro-law enforcement gun measures

worked as a pol. mt -

taken issue away from Repubs

proved Dems can be tough on crime

largely worked as subst mt -

crime rates way down

carrots: won't get credit (S. Budget)

not doing as well on drugs.

Basic strategy here -

to push our agenda forward

to try to deepen it, so we won't strike people as doing just the same old thing -

particularly in community policing area

(secondary: concealed firearms/piracy policy)

but don't go below where we are now -

can't be seen to walk away from Ron issues -

gives Repubs opening

also going to be on defense next yr - Repub crime bill.

8-28-97

Long-Term Strategy

1. Savings/Entitlement

GS: Process that will force him to think about this. Should play active public role - say he plans to take on - but no specific proposals in '98.

AL: Minute he starts talking, he'll need to say something  
PB: ~~Draster~~ Draster for '98 election (evened)

GS: If he doesn't do anything, you have no time later

~~AL~~: Good for him to take zero leadership on this for a long time - though might want to do medicare stuff - for some cover.

MW: Ed campaign disconnected from action is mistake. Gives him no control over definition of issue

2. Health

GS: Whims-in-between jobs - great reform, but no rehabilitative effect  
Join hands w/ AFL-CIO.

CS: Where to put \$ - what coverage expansion / how much on lionel research if any.

handy hd ins.  
potential bipartisan  
public support

Crime

MW: need more ambition - more guns / cops?

PB: militias

JP: Drugs - coerced abstinence - ~~at 3/4~~ good.

Race

non-race

~~non-race~~

act/acti -  
civil rights -

crim j.

GS - Racial tracking -

how to protect p. who are  
victims of crime.

8-29-97

Long-term planning -

A #1, but doesn't cost much \$

ME: Dialogue

Tx/CA

Educational opportunity - test of his commitment to race  
partnerships/intervention + preparati-  
non-race-based.

Civil Rts Enforcement - reorg etc.

Criminal Justice System - advisory board should look at q's of  
confidence in criminal justice syst.  
See what advis bd comes back w/  
Press DPC to keep in close touch

Strategy for immigrants - incorporating them into country.  
Fed. gov + its relationships w/ EE's.

EK - connect race to non-race agenda.

SM - Yes to policy - but that leaves dialogue etc - race not generally

MW - P's unique contrib - the way you make progress in race not  
is not so much to talk about race, but to talk about -  
and do things on -- ~~non~~ ed, health, housing, etc.

GS - Our policies are race-neutral, but we are trying to solve social  
problems. Aggressively act, but try to do in "universals" -  
largely can be done by targeting urban centers.

Op to do things that are very helpful

But - do you occasionally hit race issue head ~~on~~ <sup>on?</sup> sometimes -  
on Hopwood <sup>higher of aff acti</sup> ism // immigration.

AL - funny - talks to white ethnics.

JG - Have to go after illegal immigr.

EK - speak about immig/aa/cr - rts -  
crim j has potential to blow this up.

GS - On act acti - he has to defend/blast it  
etc - needs to be seen as having <sup>helped</sup> the  
good fight - in add'n to ~~act~~ creating

new paradigm

Att action team nec - to  
deal w/ charges nec.

- new paradigm??  
- but have to fight for race-  
circumstances

## Children & Families

CS: Thematic choice: family-focused or education-focused?

↳ investment in ch.

Children is good overall construct - moral virtue -  
fits into economic message / unites w/ social msg.  
allows all depts to contribute in some way -  
unifying focus.

But renewal of family is very imp't - but may be  
better construct.

Education is most distinctive trait of this Presidency.

Domestic: Child care cent.

MS: New approach to helping family deal w/ stresses + strains  
of modern life - all little things add up to something.  
Helping parents pass on values / stresses - family  
More shift a v-chip / uniforms etc.

AL: Smoking.

AL: Give parents tools they need. This phrase as "children"  
but as "families" + as "empowering parents"

Next issue is alcohol consumption.

ME: Hard to think of law - supporting fams - giving them tools.

CS: Need to avoid overpromising -

not end # to really remove strains of family life.  
hard to key msg to what you're going to be able to do.

SM: A pillar or a prism??

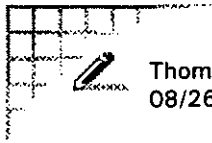
## Narrative -

AL: Applying traditional Amer values to challenges of 21st century

TS: (Need more context / themes

MW: eg - equality of opportunity.

- keep Amer dream alive for all  
who work -  
ed/economy
- keep Amer world's largest base
- bring Amer together as one



Thomas L. Freedman  
08/26/97 10:29:06 AM

Record Type: Record

To: Elena Kagan/OPD/EOP  
cc: Mary L. Smith/OPD/EOP  
Subject: Pillars and New Issues

1. It'd be helpful to come by and talk about our new issues. We have the draft order on privacy, and some others. But mostly I'd like to coordinate on useful areas for inquiry.
2. Bruce and I swapped some e-mails (and a memo) on strategy, the gist of which may or may not be helpful for the pillars memos.

The theme I argue for is a government for the next century that fits the *new* needs of our society. The nature of our faster paced economy puts stress on the families, communities and children. We have committed to an innovative, market directed economic policy, which means free trade agreements, and a less overtly regulatory posture, and economic growth. But the pace of change requires a new generation of domestic policy.

Two parent working and single parent households need help from government to gain control over their lives, this began with initiatives like the v-chip and FMLA, and it should grow into a comprehensive plan for child care so parents in every community have the option decent and affordable child care.

The pace of economic change also threatens the coherence of our communities. It means some people risk being left behind (urban education) and it disempowers people in their dealing with large entities. Consumerism, whether dealing with large managed care facilities, privacy issues, food safety, or tobacco and alcohol advertising directed at children will be a crucial policy that helps people feel that government can be relevant to their lives.

These policies make sense as good government, but also in setting a contrast with libertarians or free marketers who argue there is no role for government in the next century. Government must still unify us (race initiative) and protect us (crime control) and give the individual a fair chance. Like the Progressives of the turn of the century, this is an opportunity for governmental actions that give people to cope with dramatic social and economic change, giving them the tools to manage their own lives, enjoy their communities, and educate and raise their children.

Regards, Tom



THE WHITE HOUSE

WASHINGTON

August 11, 1997

MEMORANDUM FOR STRATEGY TEAM

FROM ERSKINE BOWLES AND SYLVIA MATHEWS <sup>AND</sup> ~~STANT~~

SUBJECT: Follow-up to Friday's Strategic Meeting

As a follow-up to last Friday's meeting, this memo details the assignments and their deadlines. A template is attached for you to use as you develop the assigned pillars. On Wednesday, a memo with your assigned pillar(s) will be due to Andrew Mayock by 5 p.m. On Thursday and Friday, Erskine will hold meetings to discuss the paper that has been produced and next week will be spent refining that paper. During the week of August 25th, Erskine and Sylvia will use the pillars as the foundation of a memo that we will send to the President on August 29th. When the President returns, we will meet with him to discuss the different choices among pillars and in some cases, within a single pillar.

PILLARS

1. Education - Reed, Sperling
2. Renewing our Cities (including sustainable development), Welfare, Underclass - Sperling, Reed, Klain
3. Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons (including perhaps, the future of young men) - Reed
5. Renewal of Family (issues like child care, balance of time, divorce, adoption, the media, family medical leave) - Verveer, Echaveste, Reed
6. Children - Sperling, Reed, Verveer, Echaveste
7. Racial Reconciliation (including civil rights enforcement, immigration, the judicial system) - Echaveste
8. International Economic Leadership - Tarullo, Summers, Sperling
9. Savings/Entitlement Reform - Sperling, Summers
10. American Leadership Abroad (including peace, defense structure, democracy) - Berger, Steinberg
11. Science/Technology (including reinvigorating the R/D budget, medical sciences, medical ethics) - Gibbons, Podesta, Gips, Sperling
12. Rego/Effectiveness of Government (like eliminating errors in Medicare or EITC) - Stone
13. Gifts to the Future (rebuilding our schools, the Millennium, museums, culture) - Verveer
14. Health Care/Improving Health Status (vaccination efforts, smoking reduction, adding years to the life span, decreasing suffering of elderly and sick, medical science improvement, more insured) - Jennings, Reed

Note: OMB and CEA will be a part of many of these issues.

## EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Education Standards	<p>Persuade 30-40+ states and 30-40+ major cities to sign up for national tests in 4th grade reading and 8th grade math by 1999.</p>	18 months	<p>Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students.</p> <p>Helps states and school districts hold schools accountable for performance.</p>	<p>National tests will cost \$16 million per year to develop and \$100 million per year to administer.</p> <p>\$620 million requested for Goals 2000 in FY 98 budget.</p> <p>In addition to the America Reads initiative, additional investments in reading and math materials, professional development and public information will be needed.</p>	<p>Has strong potential for bipartisan and business support, although has attracted outspoken critics.</p> <p>Will require hard work to maintain support within the minority community.</p>
	<p>Pilot tests in 1998 and make ready for nationwide use in Spring 1999.</p>	18 months			
	<p>Launch National Partnerships for improving reading and math achievement by early 1998.</p>	6 months		<p>Prospects for long-term success in most states are good but will require us to build and sustain broad nationwide support, and continue with aggressive, case-by-case efforts to address any local barriers to participation.</p>	
	<p>Support, through Goals 2000 and the IASA, all States in developing common academic standards for their students.</p>	Ongoing		<p>Must prevent any legislation delaying test development.</p>	

**EDUCATION PILLAR**

<p><b>Public School Choice</b></p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today).</p> <p>Increase the number of states with charter legislation to 35.</p>	<p>2001</p> <p>1998</p>	<p>Provides parents with options; increases accountability.</p> <p>Stimulates and informs improvement of all schools.</p> <p>Intervention strategy for low performing schools.</p> <p>Increases public awareness of choices available within the public school system; decreases calls for vouchers.</p>	<p>\$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools.</p> <p>Success depends on challenging state legislatures.</p>	<p>Has strong bipartisan support. Effective counter to Republican voucher proposals and Coverdell Amendment.</p> <p>Some in education organizations and minority community are wary or opposed.</p>
<p><b>Fixing Failing Schools / Urban Education Reform</b></p>	<p>Aggressively promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do.</p>	<p>5 years</p>	<p>Low performing schools reconstituted using proven school improvement models.</p> <p>Better use of resources by urban school systems and more choice for parents.</p> <p>Restore public confidence in urban public school systems.</p>	<p>\$320 million competitive grant program for 10-15 districts to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish.</p> <p>Possibly require Title I schools to adopt no-social-promotions and other reform policies.</p>	<p>Potential for bipartisan support if it has a strong emphasis on accountability; urban constituencies especially supportive.</p>

**EDUCATION PILLAR**

Talented and Dedicated Teachers	Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools.	5 years	Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers.  Provide models and support for improvements in higher education to strengthen teacher preparation.	\$350 million over five years to support proposed Title V of Higher Education Act for teacher recruitment and strengthening teacher preparation.	Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.
	Enable 100,000 teachers to seek national certification as master teachers.	9 years	Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development.	\$105 million over five years in the balanced budget to develop content area assessments and provide access to certification process for 100,000 teachers.	
	Increase the number of states/districts with programs to remove bad teachers.	Host roundtable discussion on effective local efforts in Fall 1997.	Facilitate the removal of incompetent teachers from the classroom and increase public confidence in public schools.	No cost	Strong public support for getting tough on failing teachers and increasing support from teacher organizations.

**EDUCATION PILLAR**

<p>After School Learning Centers / Community Schools</p>	<p>Expand schools' capacity to address education needs by creating 500-1000 new after-school programs.</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 p.m.</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring.</p> <p>Provides parents with safe, educational programs for children during working hours.</p>	<p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but only \$1 million in the Senate.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education and childcare need.</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems.</p>	<p>Ongoing</p>	<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.</p>	<p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>

**EDUCATION PILLAR**

<p><b>Safe and Drug-Free Schools</b></p>	<p>Added school safety as a focus of the federal investment in 1993 and later successfully fought to increase funding despite GOP threats to cut.</p> <p>As part of new initiative, ensure that federal funds support state and school district investments in effective safety and substance abuse prevention efforts.</p> <p>Established zero tolerance policy for guns in schools requiring a one-year mandatory expulsion for kids who bring guns to schools.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Allows schools to use funds for security improvements and violence prevention.</p> <p>Provided increase in funds for prevention programs at a time when adolescent drug use increasing.</p> <p>Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs.</p> <p>Will provide more models of programs that work for kids.</p> <p>In some 6,000 cases, the student population was protected by removing students who brought guns to school.</p>	<p>Department of Education reviewing options for overhauling existing program.</p>	<p>Strong public support for President's effort to preserve funding for program.</p> <p>Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and efforts.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results.</p> <p>While original had bipartisan support, Republicans considering expanding to drugs, alcohol and tobacco in the juvenile crime bill. There would be significant issues associated with this change.</p>
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**EDUCATION PILLAR**

<p>School Construction</p>	<p>Provide up to 50% interest subsidy for new school construction and renovation.</p>	<p>4 years</p>	<p>Increase the amount of school construction by \$20 billion (25%).</p> <p>Subsidy targeted to urban and high-poverty districts that have the most significant needs.</p> <p>One-third of all schools facing extensive repair or replacement.</p> <p>New schools needed to address overcrowding caused by record enrollments.</p>	<p>\$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states.</p> <p>State grants do ensure that rurals and suburban schools will also receive interest subsidies.</p> <p>Record enrollment this fall ensure that overcrowding will continue to be an issue of great concern.</p>	<p>Strongly supported by urban constituencies.</p> <p>Some potential for bipartisan support, although many Republicans vocally oppose.</p>

### CRIME & DRUGS PILLAR

BUILDING BLOCKS	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
100,000 More Police	Continue implementing the Administration's signature program to increase police presence and expand community policing throughout the country.	Being implemented through FY 2000; funding may need to be extended and adjustments made before then.	Majority of nation's police departments have received funds to hire a total of 63,000 new police (or equivalents) and for community policing training.	\$8.8 billion through FY 2000, nearly \$5.5 billion of which will have been appropriated as of FY 1998. New funds not necessary unless Congress extends life of hiring grants.  NB: Funds are protected in balanced budget agreement.	Currently has strong bipartisan congressional support.  Some Members of Congress and Mayors have expressed concern about program funds expiring, and are looking to extend grants beyond the originally proposed 3 years.
Crime Technology	Add technology component to community policing initiative. Include use hand-held computers, crime mapping software and other innovations.		Technology becomes more important as police departments begin to reach optimum force levels.		



**CRIME & DRUGS PILLAR**

<p>Brady Bill</p>	<p>Work with state and local law enforcement to make sure that they continue to conduct background checks on a voluntary basis. Implement a national computer "Insta-Check" system for all firearms sales after November 1998.</p>	<p>National "Insta-check" system must replace 5-day waiting period by November of 1998.</p>	<p>More than 250,000 fugitives, felons and other prohibited purchasers have been stopped from buying handguns.</p> <p>Murders committed by firearms down.</p>	<p>As of FY 1998, \$220 million will have been expended to help states improve their criminal history records.</p> <p>Additional funds <u>may</u> be necessary to continue this process, and -- in response to the Supreme Court's decision in <i>Printz vs. U.S.</i> -- to establish a direct nexus between requiring state and local law enforcement agencies to participate in "insta-check" system and federal funds.</p>	<p>Despite the Supreme Court's decision (<i>Printz vs. U.S.</i>), the overwhelming majority of state and local law enforcement agencies are still conducting background checks. Only 2 states -- AR and OH -- and a handful of local jurisdictions have resisted.</p> <p>Considerable work still needs to be done to get a majority of the states to participate in the national "insta-check" system, including passing implementing legislation in the states and getting more funds from Congress for Insta-Check. The politics of this are more likely to be dominated by pro-gun/anti-gun debate than by party affiliation.</p>
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**CRIME & DRUGS PILLAR**

<p><b>Prisons/Penalties</b></p>	<p>Enforce penalty enhancements for serious criminals -- such as "three strikes" and "truth-in-sentencing" -- and provide states with resources to incarcerate violent offenders.</p> <p>Possible new initiative: Get states to test and treat all prisoners.</p>	<p>Being implemented through FY 2000.</p> <p>State plans due in September 1998.</p>	<p>Serious criminals are serving longer sentences; state and federal prison capacity is up (approximately 40 percent); and prison overcrowding is down (only 3 percent at the state level; 24 percent in the federal system).</p> <p>A large portion of the state and local prison population are crime-committing drug addicts, and testing/treatment may prevent them from committing more crimes when released.</p>	<p>While the crime bill authorized more than \$10 billion for state prisons (construction and operations) and alternatives to incarceration, only \$1.3 billion has been appropriated to date (FY 97).</p> <p>No funds are currently available for testing/treating state prisoners.</p>	<p>Generally, Republicans have favored investing more crime bill monies into prisons than Democrats and the Administration.</p> <p>To make it easier for governors to access prison funds, Republican appropriators have watered down the Crime Bill's tough "truth-in-sentencing" requirements.</p> <p>Republicans have strongly resisted the Administration's efforts to amend the Crime Bill to allow funds to be used for drug treatment and testing in prisons.</p>
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**CRIME & DRUGS PILLAR**

<p>Sex Offenders</p>	<p>Through the Crime Bill and other legislation, the Administration has supported requiring states to create registries of sex offenders; mandating community notification of released sex offenders (Megan's Law); and establishing a national sex offender registry to link the information kept by the states.</p>	<p>Ongoing. All 50 states have some form of sex offender registry.</p> <p>Interim national registry in place as of this spring.</p> <p>Working to get states to participate in national registry as soon as possible.</p>	<p>Communities are notified of released and paroled sex offenders.</p> <p>Law enforcement can more closely monitor sex offender whereabouts.</p>	<p>National sex offender registry may require additional funds to be authorized for states to improve their criminal history records.</p>	<p>Strong bipartisan support.</p> <p>Some governors concerned about losing federal funds if their registries ultimately do not meet federal standards, so technical changes are being made to help.</p> <p>Community notification laws are being litigated in federal and state courts.</p>
<p>Domestic Violence</p>	<p>Continue implementation of the enforcement and preventative initiatives to reduce violence against women.</p>	<p>Being implemented through FY 2000.</p>	<p>Funds have been used to promote pro-arrest policies, battered women shelters, rape prevention, and to establish a national domestic violence hotline. Proposed security improvements to public places have not been implemented.</p>	<p>More than \$500 million of the \$1.6 billion authorized for this legislation has already been appropriated.</p>	<p>There is strong bipartisan support for this initiative.</p>

**CRIME & DRUGS PILLAR**

<p>Juvenile Crime Bill</p>	<p>The Administration has proposed a comprehensive anti-gang and youth violence strategy that: funds local prosecutors; expands after school programs; bans violent juveniles from owning guns as adults; and requires child safety locks with every gun sold.</p>	<p>House Republicans passed their version of a juvenile crime bill in June 1997; the Senate is planning to consider a somewhat improved version this fall.</p>	<p>Would allow localities to replicate Boston's comprehensive -- and very successful -- anti-gang/youth violence initiative (Operation Ceasefire/Nightlite). By cracking down on gangs, tracing all youth crime guns, keeping schools open, etc., youth crime and murders have been cut dramatically.</p>	<p>The Administration's FY 1998 budget included \$225 million to support its juvenile crime strategy (as well as other funds for crime bill authorized prevention programs). However, the House and Senate versions of juvenile crime legislation are likely to call for a more costly juvenile crime block grant.</p>	<p>In the House, Republicans and Democrats were sharply divided over the juvenile crime bill. The Black Caucus decried the Republican and Administration bills as too punitive. And both Democrats and Republicans fought the Administration's efforts to attach gun provisions to the legislation.</p> <p>Senate: While there is more consensus in the Senate, most Republicans are not supportive of the Administration's after-schools initiative -- and (as in the House) Republicans and Democrats alike will fight or water down our gun measures.</p>
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**CRIME & DRUGS PILLAR**

<p>National Drug Strategy</p>	<p>By law, the Administration must submit a National Drug Strategy each year. The Administration has proposed record drug budgets, investing marginal new funds in increased prevention, domestic law enforcement, and criminal justice drug treatment. The major new initiative in this year's Strategy is a \$175 million media campaign to help counter recent increases in adolescent drug use.</p> <p>Potential new initiatives to increase the Administration's profile on drugs could include: (1) new money laundering crackdown (Treasury has bill); (2) demanding that governors clean-up their prisons and test/treat drug-using offenders; and (3) continuing focus on Administration's meth strategy that has yielded positive results in its first year (use down, seizures up).</p>	<p>Ongoing.</p> <p>New Drug Strategy due each February.</p> <p>Media campaign will need to be implemented this fall.</p>	<p>Generally, to reduce drug use and its consequences; reduce drug-related crime and violence; and keep drugs from entering our borders.</p>	<p>This year's overall drug budget was just under \$16 billion. However, almost all of the drug budget increases since 1994 have been the result of the \$22 billion crime bill (i.e., community policing, drug courts, prisons, and prevention.) Virtually no gains have been made on the new drug-specific budget items that have been proposed by the Administration since 1993. We are likely to get about \$75 million for the proposed anti-drug media campaign, but very unlikely to get any significant funds for any new anti-drug initiatives.</p>	<p>Republicans have strongly criticized our overall drug strategy and budgets, including early cuts to the Drug Office, reductions to the military's and U.S. Custom's interdiction program, initial focus on treatment and prevention, alleged tolerance of legalization, certification of Mexico, and a lack of zeal in prosecuting drug crimes.</p> <p>Speaker Gingrich has expressed strong support for taking on the drug issue, and seems to support the Administration's media campaign. However, we are unlikely to get Republican support on any of our other initiatives -- and more likely to see a tough Republican anti-drug bill next fall.</p>
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**CRIME & DRUGS PILLAR**

<p>Race Crime Initiative</p>	<p>Propose anti-crime initiative to complement race dialogue: (1) increased police hiring for high-crime, minority communities that have been traditionally under-protected; and (2) youth crime prevention targeted at high-crime, minority neighborhoods.</p>	<p>Next 12 months.</p>	<p>Would bring police resources to communities that have the highest public safety needs.</p> <p>Would increase opportunities for minority youth and offer positive alternatives to gangs, guns and drugs.</p>	<p>The Crime Bill already authorizes substantial funds for these purposes (\$8.8 billion for police, \$6 billion for prevention), as does the Administration's proposed juvenile crime legislation.</p>	<p>Their should be bipartisan support for targeting community policing resources to minority communities.</p> <p>Their has been almost no support among Republicans for funding the Crime Bill's prevention programs -- or for adding prevention funds to the juvenile crime bill. We may be more likely to funds for these purposes by focusing on schools, children and families, etc., -- and not on crime.</p>
<p>Victims Rights Amendment</p>	<p>Lead fight to amend Constitution to protect the rights of crime victims.</p>	<p>Ongoing.</p> <p>House held hearings in June of 1997. No Senate action yet..</p>	<p>Writes many of the protections that crime victims have gained into the Constitution.</p>	<p>No immediate budget implications.</p>	<p>Bipartisan support for victims' rights.</p>

**FAMILIES PILLAR**

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<p><b>Strengthen Child Care for America's Children and the Working Families that Rely on It</b></p>	<p>Launch a comprehensive child care initiative that addresses:</p> <ul style="list-style-type: none"> <li>--Health and safety of children in care</li> <li>--Quality of care</li> <li>--Affordability of care</li> <li>--Availability of infant and toddler care</li> <li>--Availability of school-age, before- and after-school enrichment programs</li> </ul>	<p>10/23/97: WH Child Care Conf.: set national goals and discuss outline of initiative</p> <p>SOTU: unveil full initiative</p>	<p>12 million children under 6 and 17 million between 6-13 need care, with both parents or a single parent in the workforce.</p> <p>Child care is essential for future productivity and a strong workforce, for successful welfare reform, and for early childhood development and school-readiness.</p> <p>Experts report a quality crisis in child care, with low state licensing standards and low wages/ high turnover in the profession.</p> <p>Studies tells us that crime increases after 3pm, that latchkey children are more likely to engage in risky behavior, and that quality after-school programs can have a positive effect on children's development and learning.</p>	<p>A comprehensive initiative will require a significant investment of federal dollars to leverage state, local and private funds -- with DCTC reform, increase in child care subsidies, quality incentive funds, and school-age care development funds.</p> <p>Costing Ongoing and TBA.</p>	<p>Many elements have strong bi-partisan support, with legislation already introduced to address components of problem</p> <p>Governors may resist any perceived interference with state function of overseeing child care -- especially any new federal quality standards.</p>

**FAMILIES PILLAR**

<p><b>Promote Adoption and Improve Child Welfare</b></p>	<p>Double the number of children adopted each year by 2002 and move children more quickly from foster care to permanent homes -- President's <i>Adoption 2002</i> initiative.</p> <p>Promote <i>Adoption 2002</i> by pushing Congress to act on pending legislation and appropriations requests.</p>	<p>9/97: Senate expected to consider adoption bills</p> <p>Need leadership to ensure Congressional action</p>	<p>Approx. 500,000 children are in foster care, with approx. 100,000 legally free and waiting for adoption. Seven out of 10 are minority children, older, or have special needs.</p>	<p>The President's <i>Adoption 2002</i> initiative is nearly cost neutral, with targeted savings from foster care.</p> <p>House bill, HR 867, is cost neutral; Senate bill has not been fully costed, but is estimated at several billions.</p>	<p>Bipartisan, broad-based support for President's <i>Adoption 2002</i> initiative.</p> <p>House overwhelmingly passed HR 867, which included many elements of initiative; Senate's more expensive bill, S 511, still awaits action.</p>
<p><b>Help Parents Balance Work and Family</b></p>	<p>Expand FMLA to ensure that employees can take up to 24 hours of un-paid leave for school and early childhood education activities, routine family medical or dental appointments or elderly health and care needs. Propose other family-friendly initiatives, to encourage telecommuting, self-employment, etc. Issue report on new tensions that work places on the family.</p>	<p>Push Congress to introduce legislation</p>	<p>Helps working parents balance work and family by enabling them to take needed time off.</p>	<p>Cost Neutral.</p> <p>Has limited support from advocacy groups who would much prefer to see FMLA applied to businesses with fewer than 25 employees.</p>	<p>Has broad but unenthusiastic support in Congress.</p> <p>Opposition exists from some of our natural supporters -- labor, key Democrats.</p>



**FAMILIES PILLAR**

**Protect Children from Negative Influences of Media and Promote Quality Children's Television**

Continue leadership in development of TV ratings, V-chip, and quality TV programming for children.

Ongoing

Tools such as TV Ratings and the v-chip enable parents to make informed decisions about their children's TV watching.

Cost Neutral.

Bipartisan support  
Media Industry resistance

**HEALTH CARE PILLAR**

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Implementation of Children's Health Initiative</b>	Ensure effective implementation of children's health initiative	Intensive in next six months and throughout 2nd term.	Implement strong state programs to expand health coverage to millions of uninsured children.	Already paid for in Balanced Budget Act. May require additional administrative costs for Federal oversight.	Reinforces commitment to children. Failure to significantly increase numbers of uninsured children would be highly problematic.
<b>Implementation of Medicare Reforms in the Balanced Budget</b>	Ensure smooth implementation of the most comprehensive Medicare reforms in the program's history. Assure that agency focuses on the new choices and benefits available to beneficiaries, making the program more market-driven and beneficiary-friendly program. Closely follow Medicare preventive benefits to see if it saves money.	Intensive in next six months and throughout 2nd term.	Implement broad-based structural reforms, new preventive benefits, and extend the life of the Trust Fund by at least a decade.	\$115 billion in savings over five years.	Reinforces commitment to Medicare reforms. Tests HCFA's ability to show that Medicare can be a viable, strong, and flexible Federal health program.
<b>New Medicare Reforms</b>	Consider implementing long term Medicare reforms before Commission Report. Income-related premium and intensive fraud and abuse initiative.	Next six months. Income-related premium could go in FY1999 budget.	Action-oriented approach rather than waiting for Commission recommendations. Continue to strengthen the Medicare program.	Savings for the Medicare program, which can be achieved outside of commission process.	Aging advocates and some of our Democratic base (like Gephardt) will oppose income-related premium outside of context of broader reform.

### HEALTH CARE PILLAR

<p><b>Fraud and Abuse in Medicare and Medicaid</b></p>	<p>New actions to stop current fraud and abuse in health care system. Take action against home health care companies and other providers overbilling and defrauding Medicare and Medicaid.</p>	<p>More comprehensive approach in legislative bill or narrow administrative action within the next several weeks.</p>	<p>Stop those who continue to defraud Medicare and Medicaid, restoring confidence in these programs.</p>	<p>Currently working with HHS/HCFA to determine what actions can be taken right away and what might require legislative action. Significant savings possible but unlikely to be scored by CBO in a significant way.</p>	<p>Support from aging advocates and consumers. Providers will likely oppose.</p>
<p><b>Medicare Commission</b></p>	<p>Appoint commission to consider feasible long-term reforms for the program.</p>	<p>Commission appointed by Dec. 7, 1997. Report due in 1999.</p>	<p>Address long-term financing challenges of Medicare program.</p>	<p>No significant costs. Potential savings if consensus reached on broad-based Medicare reform. Commission required under the Balanced Budget Agreement.</p>	<p>If Commission is made up of respected politically experienced and credible members, its recommendations have the potential to have a real impact on pushing controversial, difficult but necessary reforms forward in the political arena.</p>
<p><b>Consumer Protections, Quality</b></p>	<p>Develop Administration consensus on a broad range of consumer protections. These could include appeals and grievances procedures for patients in a rapidly changing health care delivery system.</p>	<p>Likely to be raised in a bipartisan fashion by the Congress this fall.</p>	<p>Address the need for more appropriate consumer protections and quality assurances.</p>	<p>Costs are currently being reviewed. Should be fairly minimal.</p>	<p>Lots of support from consumers who worry about lack of protections in managed care environment. Opposition from managed care groups and business representatives. Could be combined with some business priorities such as voluntary purchasing cooperatives and business representatives.</p>

**HEALTH CARE PILLAR**

<p><b>Privacy Rights</b></p>	<p>Work with HHS to finalize their statutorily-mandated report on privacy protections and develop positions on outstanding controversial issues.</p>	<p>Likely to be addressed in the context of consumer protection/quality debate this fall.</p>	<p>Develop appropriate protections as health care shifts to large network providers, managed care, and information management companies; major long-term implications for use of medical information in the computer age and is the context of unprecedented medical research advancements.</p>	<p>Unknown -- but likely minimal cost impact. Lots of interest in this issue. However, wide array of viewpoints particularly with regard to enforcement.</p>	<p>Consumers and health advocacy organizations will be supportive. Managed care companies could oppose.</p>
<p><b>Genetic Discrimination Legislation</b></p>	<p>Develop strategy to pass the President's legislation preventing health plans and employers from discriminating on the basis of genetic information.</p>	<p>This fall -- possibly as a part of larger consumer protections and quality reform.</p>	<p>As genetic information becomes more accessible, need protections to guarantee this information is used to improve health status and not to discriminate against individuals with genetic predispositions.</p>	<p>Minimal.</p>	<p>Consumers groups, women's organizations, labor groups support.</p>
<p><b>FDA Reform</b></p>	<p>Making FDA more efficient and responsive to concerns of industry, while assuring agencies strike commitment to public health.</p>	<p>October or soon thereafter.</p>	<p>Place in statute many of the reinventing government provisions we have advocated.</p>	<p>Likely to happen because of the industry's and Administration's interests in ensuring continued FDA user fees, which have been critically important to financing . unprecedented and rapid review process.</p>	<p>Pharmaceutical industry and the Hill strongly supports. Consumers would be luke-warm, but generally supportive.</p>

## HEALTH CARE PILLAR

<p><b>Pediatric Labeling Implementation</b></p>	<p>Implementing new rule to ensure adequate testing and labeling for drugs widely used on children.</p>	<p>Rule proposed August. Implement in next 3 months.</p>	<p>Ensure that children get high quality treatment care. According to the American Academy of Pediatrics, "this is one of the most important advances for pediatric drug therapy in several decades."</p>	<p>Is already underway. Currently seeking public comment. Cost to industry is relatively modest.</p>	<p>Support from AIDS, children's, physicians groups. Concern among pharmaceutical companies due to philosophical opposition to a mandate.</p>
<p><b>21st Century Trust Fund</b></p>	<p>Set aside Trust Fund to supplement -- not supplant -- NIH budget on priority additional investments for high priority disease categories that show good potential for treatment/cure.</p>	<p>Could be done with potential funds from tobacco settlement.</p>	<p>Ensure that most promising research is expedited and life and cost-saving cures/ treatments are found. Could be dedicated to cancer to ensure association with tobacco-related research.</p>	<p>\$1 billion to \$3 billion per year.</p>	<p>Lots of bipartisan support for biomedical research.</p>
<p><b>Continued Leadership on Bioethics (consistent w/Morgan state speech)</b></p>	<p>National Bioethics Advisory Commission fall report recommending stronger protections for human subjects of unregulated research (possibly propose legislation). Ensure implementation of commitments on Tuskegee, human radiation experiments, and secret human research.</p>	<p>This fall.</p>	<p>All Americans benefit from greater participation in research, especially among minorities.</p>	<p>Minimal. Already expect recommendations. Determining feasibility of enacting broad-based legislation.</p>	<p>Lots of underlying support for ensuring protections for subjects of this research.</p>

### HEALTH CARE PILLAR

<p><b>Race and Health</b></p>	<p>Public health campaign oriented towards improving health status in areas with disparities in race, such as asthma, cancer, infant mortality, diabetes, and heart disease.</p>	<p>FY1999 Budget</p>	<p>Reduce disparities in adverse health status of minorities and contributes to overall health initiatives.</p>	<p>Approximately \$500 million to \$1 billion in new investments. Could be included in our Budget, but need to secure status from OMB.</p>	<p>Support from health care advocates as well as from minorities. Reinforces President's overall race agenda.</p>
<p><b>Research and Training Trust Fund</b></p>	<p>Develop Trust Fund for research and training, since fewer private dollars are being allocated to this area.</p>	<p>Unknown</p>	<p>Ensures adequate investments in research and teaching. Can protect our status as leader in work in that area into the future.</p>	<p>Use insurance premium assessments to support this endeavor.</p>	<p>While lots of broad-based support for enhancing research and support from Moynihan and others on investing in teaching hospitals, raising premiums would be viewed as a tax and strongly opposed by the insurance industry.</p>
<p><b>Tobacco Settlement</b></p>	<p>Secure FY 98 appropriations.  Pass tobacco legislation that: codifies FDA authority and restricts access and advertising to kids; reduces children's smoking by 50% in 7 years; and reduces overall tobacco consumption.</p>	<p>Frame legislative debate in a Presidential event in September.  Secure approp. in September.</p>	<p>Potential important new investments in health care Reduces the vast amount of tobacco-related illness and death, reduces harm to children, lowers health care costs.</p>	<p>Whatever revenue generated from settlement is available--potentially billions of dollars (perhaps \$3-8 billion a year). Chances of success dependent on agreement on overall settlement.</p>	<p>Could gain bipartisan support; strong regional concerns from tobacco states.</p>
<p><b>Workers Who Change or Lose Jobs</b></p>	<p>Pay health care premiums for workers who change or lose their jobs.</p>	<p>Possibly in the context of tobacco settlement.</p>	<p>Sound policy. Helps workers and their families -- in an increasingly transient economy -- keep their health care coverage when they change or lose their job.</p>	<p>\$2-\$4 billion per year. Sound policy. Probably best population to target without substitution problems. Needs more positive publicity and better communication strategy to attract broader support.</p>	<p>Needs more publicity to elicit more broad-based support, but labor and health policy community think next logical step.</p>

**HEALTH CARE PILLAR**

<b>Early Retirees</b>	To offer access into Medicare before age 65 and to provide subsidies for lower-income pre-Medicare eligibles.	Possibly in the context of the tobacco settlement.	Targets the most difficult to insure population in the country.	Costs \$3-\$5 billion per year. Tobacco settlement could offset some of these costs but probably be inadequate.	Address high priority for the labor and aging advocacy interests.
<b>Voluntary Purchasing Cooperatives</b>	Develop legislation to help more small businesses have access to affordable health care insurance by developing voluntary purchasing cooperatives.	FY 1999 Budget	Targets employers who have the most difficulty providing health care coverage to their workers.	Costs are minimal -- less than \$100 million per year.	Popular among business community and consumers as well.
<b>Food Safety</b>	Follow through on agency commitments in June report to President to issue new regulations on food safety and launch public-private initiative	This fall -- propose regulations for juice and eggs, and launch the public-private education campaign.	Improve safety of our nation's food supply.	Commitments funded by \$43 million FY98 request likely to be fully appropriated.	Bipartisan; well supported by industry and consumers.

### HEALTH CARE PILLAR

<p><b>Needle Exchange</b></p>	<p>Lift the ban on federal funding for needle exchange. (HHS Secretary has the authority if she determines programs would not increase overall drug use.</p>	<p>No decision has been made.</p>	<p>HIV infections among injection drug users, their sexual partners, and their children are at a very high level and are increasing. Needle exchange programs have been shown to be effective in reducing the rates of needle sharing and HIV infection among participants. Would bolster support for local prevention groups and public health officials seeking to implement programs at the community level.</p>	<p>Relatively inexpensive.</p>	<p>Extremely controversial. Republican appropriators were close to rescinding the Secretary's authority to lift the restriction, but did not do so. Many national organizations, including the U.S. Conference of Mayors, the American Medical Association, and the American Bar Association, have come out in support of needle exchange.</p>
<p><b>Expand Access to HIV through Medicaid benefits.</b></p>	<p>Currently Medicaid does not pay for HIV drugs until a certain level of disability reached whereas AIDS drugs recommended as early as possible. Develop strategy for Medicaid access to drugs before disability.</p>	<p>VP has requested study from HCFA on feasibility of a demo. Study expected shortly.</p>	<p>Offers these lifesaving drugs earlier -- when they are thought to be more beneficial. Reduce pressure off other AIDS funding programs, such as AIDS Assistance Drugs Programs.</p>	<p>HCFA determining costs of doing as a small demonstration as well as legislation. Could be expensive.</p>	<p>Extremely high priority for the AIDS community.</p>



## HEALTH CARE PILLAR

<p><b>Making health status, rather than just coverage a priority.</b></p>	<p>Strong arguments can be made that instituting the goal of improving American's health should be focused much more on how to improve American's health status than it should be on merely improving coverage. Longer range proposals could be focused on how best to do this. They could include a much greater emphasis on prevention, health promotion research, and other public health strategies.</p>	<p>Throughout the remainder of the Administration.</p>	<p>Shifting our focus to health status -- rather than coverage -- could help improve health of many Americans.</p>	<p>Unknown at this time. Depends on the policy developed and whether they are federally-funded or achieved through requirements in the private sector.</p>	<p>Could be very popular if done with scientific validation. If not done carefully, it could be viewed as "feel good" policy that has real life impact.</p>
<p><b>AIDS Vaccine</b></p>	<p>Do everything possible to reach goal of developing vaccine in the next decade, including new AIDS vaccine center at NIH and high profile meeting with companies.</p>	<p>Announcement about center and meeting in next few months.</p>	<p>Developing a vaccine for this deadly disease plaguing millions around the world.</p>	<p>Paid for. Costs for vaccine center paid for in NIH budget.</p>	<p>Strong support from key Congressional offices and community, provided funding does not undermine other areas of AIDS investments.</p>

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Empowerment Zones</b>	A program to promote sustainable economic development through strategic planning in our most distressed inner cities and rural communities.	First Round began in December 1994. 10 year award. The second authorized August 1997, we propose making awards July, 1998.	First Round benefits include a blend of tax incentives, including a wage tax credit, and grants ranging from \$100 million for Empowerment Zones to \$3 million for ECs. Second Round benefits include a blend of tax incentives, such as brownfields expensing and the WOTC, and a grant award to be determined after appropriations.	Costs of both rounds is \$6+ billion over ten years in tax incentives and grants. Feasibility -- the First Round is in place and we are moving forward on implementation of second round.	Assuming same number of applicants as first round, the ratio of applicants to winners is 25 to 1.

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

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<b>CDFIs</b>	This initiative established the CDFI Fund which provides grant to create a national network of community banks, credit unions, loan funds, microlenders, etc. in low-income and distressed urban and rural communities.	The House and Senate are currently considering the President's request for a more than doubling of funding (\$125 million). This is a protected domestic Presidential priority under the budget agreement. The first awards were made last year totaling \$37.2 million in investments to 32 CDFIs. A second round of grants will be made this September.	To provide capital, credit, and basic banking services to low-income and distressed rural and urban communities.	\$125 million for FY98. Approximately \$1 billion over five years.	Republicans have often opposed this program because it is so closely identified with the President. In addition, recent articles in Business Week and other publications concerning alleged mismanagement may raise additional opposition.

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

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<b>CRA Reform</b>	<p>Continue to fully enforce the Community Reinvestment Act (CRA) to require financial institutions to lend in their host communities.</p> <p>Build on the success of CRA would by expanding the law on a voluntary basis to non-bank banks, such as mortgage lenders, insurances companies, and securities firms.</p>	<p>This initiative was announced in 1993.</p> <p>DPC, NEC, and OVP will be reviewing proposals this fall.</p>	<p>Reformed CRA has unleashed billions in new credit to distressed communities.</p> <p>This initiative could provide additional billions in new credit and capital.</p>	<p>No cost.</p> <p>No cost.</p>	<p>CRA reform has improved the banks perception of the law, but many Republicans would like to gut the Act. Supporters now include community groups.</p> <p>Politically, this would meet very stiff resistance from Republicans and from non-bank banks. Traditional banks should be in favor of this initiative because it has the potential to level the playing field.</p>

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Brownfields</b>	<p>Implement new tax incentive to encourage the cleanup and redevelopment of contaminated and abandoned sites.</p> <p>Seek additional grant funds to do more site assessment and loans for economic development.</p>	<p>Signed into law this August. The incentive sunsets in three years.</p> <p>EPA currently has in place a pilot program to provide site-assessment.</p>	<p>Allows immediate expensing of cleanup costs. Expected to benefit 14,000 sites.</p> <p>By providing site-assessment for private interests, increases probability that the site will be cleaned up and put into productive use.</p>	<p>\$500 million cost to Treasury, but will allow for \$1.5 billion in expensing.</p> <p>The Administration has awarded \$20 million under the pilot program. EPA has requested \$300 million and HUD \$165 million.</p>	<p>General bipartisan support and strong support from mayors. Environmental groups support, but are not active on the issue.</p> <p>EPA funding is in good shape, HUD's chances of obtaining funding for this program are low.</p>
<b>Targeted Expansion of Low Income Housing Tax Credit (LIHTC) to encourage the creation of units for people moving out of public housing</b>	<p>A tax credit to encourage the private development of low-income housing for tenants presently housed in public housing units.</p>	<p>As part of OBRA '93, the LIHTC was made permanent. The DPC and the NEC will review proposals this fall.</p>	<p>This tax credit generates \$1.8 billion in private low-income apartment investment annually.</p>	<p>N/A</p>	<p>Opposition in the past has been led by Chairman Archer of the Ways and Means Committee. Support from community groups, financial services industry, and non-profit intermediaries like LISC and Habitat for Humanity.</p>

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Electronic Funds Transfer 1999</b>	Set forth regulations to encourage mainstream financial institutions to provide access to basic banking services to all Americans	Treasury is required to publish draft regulations in September to implement Electronic Funds Transfer 99, which requires all beneficiaries to receive their government checks electronically. Regulations must be in force by 1999.	Potential to provide basic banking services to 10 million unbanked Americans.	No budget cost.	Banks will be oppose if Federal government does not provide some subsidy to offset cost of serving 10 unbanked. Community groups will oppose any regulations that allow check cashing operations and other "fringe" banks to act as financial intermediary for electronic benefits transfers.

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Public Housing Reform</b>	Enact legislation to insure responsible management of the nation's stock of public housing stock, provide people with the opportunity to move from public housing to private housing, and renew the public housing stock.	First proposed in 1994. Full agenda not yet enacted. Work to enact additional reforms next year.	Target of bringing down 100,00 of the worst public housing units by the year 2000, replacing them with a mix of portable vouchers and new townhouse style apartments that including a mix of income occupants. HUD has also proposed a mark-to-market reform to restructure high-cost privately owned subsidized low income housing projects that carry FHA mortgage insurance. About 500,000 units would be affected. Would reduce FHA losses and reduce discretionary subsidy costs to those projects.	All these initiatives will save the Federal government money while improving housing conditions for the tenants.	General bipartisan support for tearing down of dilapidated public housing projects. Mark-to-market reform is strongly opposed by individuals who own existing the private housing projects
<b>Housing Mobility</b>	Possible new initiative that would combine enforcement and voluntary proposals to promote housing choice.	The DPC and NEC are reviewing for possible inclusion in FY99 budget	Help move people to decent housing.	Less than \$100 million per year.	Some Republicans will oppose certain aspects because of discriminations issues. Realtors for the same reason. Supporters, include fair housing and civil rights communities.

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

<b>Lead Paint Reduction Initiative</b>	Possible new performance-based program for reducing levels of lead-based paint in apartments and schools.	The DPC and the NEC are reviewing for possible inclusion in FY99 budget	To reduce children's exposure lead paint in schools and homes.	n/a	Children and public health groups support.
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**ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR**  
**[E.G. UNDERCLASS, CITIES, WELFARE REFORM]**

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Metropolitan Cooperation</b>	Implement Vice Presidential initiative to promote greater regional cooperation and discourage sprawl in general. Special emphasis on Empowerment Zones.	Initiative announce in April 1997. Agencies are currently reviewing policies. Vice President will report on initiative at next White House Community Empowerment Conference.	Benefits central cities by reducing federal disincentives to urban investment, making "greenfields" less attractive as alternatives, and making the urban and regional economies more competitive. Central city residents in particular would benefit through linkage to greater regional job opportunities. Benefits suburbs, particularly inner-ring suburbs, by pooling resources and providing more efficient expenditures, improving the quality of life, and enhancing the regional economy. Benefits rural communities by preserving vital farmland.	No cost.	Some Republicans oppose because of perceived federal interference in what is viewed as a local matter. Developers, the real estate industry, and some private rights advocates would be expected to resist.  Growing diverse consensus is supporting this initiative -- Mayors, county governments, farmers, environmentalists, and churches.  New state legislation in number of states, such as Maryland and Minnesota, have shown the strength of this coalition.

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Private Sector Hiring of Welfare Recipients</b>	Promote efforts of the Welfare to Work Partnership.	Ongoing.	Already signed up nearly 1,000 companies; goal of 5,000-10,000. Will lead to welfare-to-work programs at most major corporations and many medium-sized businesses. Nationwide database to track job placement.	Target major cities (and states with big caseloads like California) to sign up business community, with occasional Presidential participation.	Has strong bipartisan support.
<b>Welfare to Work Jobs Challenge</b>	Implement new \$3 billion Welfare to Work Jobs Challenge enacted in the budget, including awarding 25% of funds competitively to innovative projects.	Through FY 1999. Program regulations must be promulgated by November 1997 and first grantees chosen in early 1998.	Hundreds of high poverty/high unemployment communities will receive funds to put long-term welfare recipients to work.	Cost of program included in Balanced Budget Act.	Has bipartisan support and strong support from mayors and other local officials.
<b>Welfare to Work Coalition to Sustain Success</b>	Provide leadership and technical assistance to civic organizations and religious groups working with former welfare recipients to help them succeed in the work force. Effort led by the Vice President.	Ongoing, with quarterly working conferences between the Vice President and the Coalition.	Almost 20 national civic groups have joined, representing hundreds of local chapters throughout the country.	None.	Has bipartisan support.

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Federal Government Welfare Hiring</b>	Provide leadership, oversight, and assistance to federal agencies hiring welfare recipients. Effort led by the Vice President.	Ongoing.	Will help at least 10,000 welfare recipients get jobs in the federal government.	Requires an intensive outreach effort by agency personnel offices.	House Committee on Government Reform and Oversight conducted a hearing on the initiative in April 1997 and has indicated its interest in continued oversight.
<b>Welfare to Work Transportation</b>	Provide funds to help communities provide transportation for people leaving welfare for work.	Seeking authorization this fall as part of ISTEA; will require yearly appropriation.	Will help the 94 percent of welfare recipients who do not own cars; will particularly help those individuals living in rural areas or in cities where most of new jobs are in the suburbs.	\$600 million over six years (\$100 million a year).	Local officials support, but most members of Congress have other transportation priorities.
<b>Reward States for Successful Job Placement for Welfare Recipients</b>	Welfare law gives us authority to provide work performance bonuses to states most successful in moving people into jobs.	Will develop bonus system by end of 1997; award bonuses in fiscal years 1999-2003.	States will have to track success in job placement and retention, tell us how many people leave welfare for work.	\$1 billion (already included in welfare law which passed last year). Will require additional tracking by states.	Has strong bipartisan support.

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Parental Responsibility</b>	<p>Increase child support collections to over \$20 billion by the year 2000 through strict enforcement of new hire reporting, license revocation, centralized state collections, and streamlined paternity establishment requirements in the new welfare law.</p> <p>Increase involvement of both parents, particularly fathers, in children's lives through grants to states for access and visitation programs (part of new welfare law) and new initiatives to be determined.</p>	Ongoing.	<p>One in four children live in a single parent household and may need child support enforcement services to obtain financial support. Currently, there are about 20 million families in the child support system.</p> <p>Involvement of both parents improves the well being and future prospects of children.</p>	<p>The government share of collections outweighs administrative costs.</p> <p>Implementing the new child support enforcement procedures will require enormous efforts by states, with guidance and oversight from the federal agencies.</p>	Tougher child support enforcement has broad bipartisan support; however, some women's groups advocate a federalized child support system, rather than the current federal-state partnership.

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Teen Pregnancy Prevention</b>	Reduce the teenage pregnancy rate by one-third by the year 2005 by promoting the efforts of the National Campaign to Prevent Teen Pregnancy, funding community based prevention efforts, developing proposals to reduce statutory rape, and other new initiatives to be determined.	Ongoing.	<p>More than 4 in 10 young women become pregnant before age 20 and 75 percent of teens who give birth do so outside of marriage.</p> <p>Preventing teen pregnancies improves the economic prospects of young people, decreases welfare dependency and child poverty, and reduces the need for abortions.</p>	The National Campaign is supporting state and local actions, enlisting the help of the media, and ensuring the best research and facts are available. Occasional participation by the President and/or First Lady will help support the Campaign's efforts.	Political disagreements remain over contraception vs. abstinence based approaches.
<b>Tracking the Progress of Welfare Reform</b>	<p>Monitor state and local welfare reform efforts and help them solve implementation problems (i.e., FICA).</p> <p>Promote research and evaluation of welfare reform efforts.</p>	Ongoing.	<p>Will help ensure that welfare reform promotes work and protects kids.</p> <p>Provides ideas for possible new initiatives.</p>	<p>Requires staff time.</p> <p>Some funding for national studies included in welfare reform law, but yearly appropriations also needed.</p>	<p>May help allay concerns about effects of welfare reform within Democratic base.</p> <p>May entail criticizing state and local political allies and praising political opponents.</p>

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

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b>	<b>COSTS/FEASIBILITY</b>	<b>POLITICAL RAMIFICATIONS</b>
<b>Return to Work</b>	Increase the number of individuals on SSI or SSDI disability rolls who leave for work by enacting the President's Ticket to Independence proposal which would increase the availability of private rehabilitation services for beneficiaries by rewarding providers who successfully return people to work.	Ongoing.	Improves economic status of the disabled.  May in the long run reduce federal entitlement costs.	Ticket to Independence proposal is cost-neutral within the budget window.	Bipartisan interest in the issue. In addition to our proposal, Republican and Democratic Congressional proposals have been offered.

DPC - Pillar project

THE WHITE HOUSE

August 11, 1997

Bruce -

Attached is a memo regarding follow-up to last Friday's strategy meeting. Although not present at that meeting, Chris Jennings was assigned the Health Care / Improving Health Status pillar along with you.

Chris has not received this memo. Please coordinate with him to complete the assigned pillar. Chris will be invited to the meeting which covers Health Care / Improving Health Status.

Thanks.

- Andrew Mayock

THE WHITE HOUSE

WASHINGTON

August 11, 1997

MEMORANDUM FOR STRATEGY TEAM

FROM ERSKINE BOWLES AND SYLVIA MATHEWS <sup>AND</sup> <sup>SMAT</sup>

SUBJECT: Follow-up to Friday's Strategic Meeting

As a follow-up to last Friday's meeting, this memo details the assignments and their deadlines. A template is attached for you to use as you develop the assigned pillars. On Wednesday, a memo with your assigned pillar(s) will be due to Andrew Mayock by 5 p.m. On Thursday and Friday, Erskine will hold meetings to discuss the paper that has been produced and next week will be spent refining that paper. During the week of August 25th, Erskine and Sylvia will use the pillars as the foundation of a memo that we will send to the President on August 29th. When the President returns, we will meet with him to discuss the different choices among pillars and in some cases, within a single pillar.

PILLARS

1. Education - Reed, Sperling
2. Renewing our Cities (including sustainable development), Welfare, Underclass - Sperling, Reed, Klain
3. Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons (including perhaps, the future of young men) - Reed
5. Renewal of Family (issues like child care, balance of time, divorce, adoption, the media, family medical leave) - Verveer, Echaveste, Reed
6. Children - Sperling, Reed, Verveer, Echaveste
7. Racial Reconciliation (including civil rights enforcement, immigration, the judicial system) - Echaveste
8. International Economic Leadership - Tarullo, Summers, Sperling
9. Savings/Entitlement Reform - Sperling, Summers
10. American Leadership Abroad (including peace, defense structure, democracy) - Berger, Steinberg
11. Science/Technology (including reinvigorating the R/D budget, medical sciences, medical ethics) - Gibbons, Podesta, Gips, Sperling
12. Rego/Effectiveness of Government (like eliminating errors in Medicare or EITC) - Stone
13. Gifts to the Future (rebuilding our schools, the Millennium, museums, culture) - Verveer
14. Health Care/Improving Health Status (vaccination efforts, smoking reduction, adding years to the life span, decreasing suffering of elderly and sick, medical science improvement, more insured) - Jennings, Reed

Note: OMB and CEA will be a part of many of these issues.



There were a number of other ideas that came out of our brainstorming session. However, as the group tried to create a manageable number to produce detailed paper on, some items came off the primary list. The topics not included:

- Making Markets Work (negative ramifications of the modern economy, growing power of the corporation, new transactions, improving the framework of competition)
- Culture
- President as Teacher
- New Ethics
- Service

To help in this process, we have also attached documents that list Administration initiatives for the year 2000 and our State of the Union goals. Also, a sample and a blank template are attached so that each pillar can be summarized in a way that can be compared to others. The President will, of course, want back up memoranda describing each area summarized in the template. As you fill in the elements of your pillars, please include policies that are already being pursued. Andrew Mayock will e-mail the template to your office. If you have any questions, his number is 6 - 7492.

Once again, your assignments are due no later than 5 p.m. on Wednesday. The paper will be distributed for meetings that will be held on Thursday and Friday. Andrew will let you know in which meeting times your topic will be discussed.

Attachments: Clinton Administration Initiatives for the Year 2000  
1997 State of the Union - Policies Announced  
Sample Chart on Education Pillar  
Template Pillar Chart (also will be provided electronically)

**SAMPLE**

<b>EDUCATION PILLAR</b>					
<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)
<b>Educational Standards</b>	<p>Ensure that <u>X</u> of states sign on to standards for 4th and 8th grades thereby establishing a goal for students to reach.</p> <p>Ensure that schools and their teachers adequately prepare our children.</p>	<u>X</u> months / years	<p>Results in better educated students in public schools (as long as "failure" group does not develop).</p> <p>Results in measurement of school performance.</p> <p>Mainly helps students in <u>X</u> situation. There are <u>Y</u> students in that situation.</p>	<p>May entail high costs to organize efforts in each state where there are differing power centers / dynamics.</p> <p>Will require work to ensure that it is not used as a tool against minorities.</p>	<p>Has strong bi-partisan element.</p> <p>Sometimes results in alienation of minority community and may cause dissension within that area of the party.</p>
<b>Guarantee Two Years of Higher Education (Chaka Fattah Plan: 21st Century Scholars Act)</b>	Guarantee Pell Grants to sixth-grade students from low income families.	<u>X</u> months / years	<p>Increases college participation rates for this group, and broadly instills expectation of college attendance among lower-income students. 700,000 students available for benefit in first class.</p> <p>Promotes high school completion, job readiness and lower incidence of delinquent behavior.</p>	<p>\$2.5 billion for first group of sixth-grade students.</p> <p>May create a new entitlement and will cost shift in budget priorities from one program to this one.</p> <p>May guarantee help to many non-needy students.</p> <p>Does not provide additional support like mentoring, tutoring and other support services that are critical for success.</p>	Has bi-partisan support.
Additional building blocks to be added here.					

\*Note that this example has both an old initiative that we are still developing and a new idea. Please include both in your input.

\*This template will be provided to you for incorporation of your own input.

**TEMPLATE**

<b>PILLAR</b>					
<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)

**1997 STATE OF THE UNION -- POLICIES ANNOUNCED**  
**Tuesday, February 4, 1997**

**Unfinished business:**

**Balanced budget:**

- Balance budget by 2002;

**Campaign finance reform:**

- Pass McCain-Feingold by 7/4;

**Welfare reform:**

- Finish reforming welfare -- move 2 million people from welfare to work by 2000.

**Education:**

**Standards:**

- Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math;
- Teacher standards -- enable 100,000 more teachers to seek national certification as master teachers;

**Literacy:**

- America Reads -- at least 100,000 college students to volunteer as reading tutors;

**Early learning:**

- HRC conference on Early Learning and the Brain (spring);
- VP family conference on parents' involvement in learning (June);

**Public school choice:**

- Create 3,000 charter schools by the next century;

**School construction:**

- Pass \$5 billion to help communities finance \$20 billion in school construction over the next four years;

**College opportunity:**

- HOPE Scholarships;
- \$10,000 tax deduction;
- Expanded IRA's;
- Largest increase in Pell Grants in 20 years;

**Training:**

- Pass G.I. Bill for America's Workers;

**Education technology:**

- Finish connecting every classroom and library to the Internet by the year 2000.

**Science and technology:**

**Hospitals:**

- Connect every hospital to Internet;
- Challenge private sector to connect every children's hospital to Internet;

**Internet:**

- Build the second generation of the Internet;

**Medical research:**

- Reinforce commitment to medical science (AIDS vaccine).

**Stronger families:**

**Helping parents succeed at home and at work:**

- Expand Family and Medical Leave;
- Pass flextime;

**Health care:**

- Extend health coverage to up to 5 million uninsured children;
- Reform Medicare; expand Medicare to cover respite care for Alzheimer's, annual mammograms;
- Guarantee woman can stay in hospital 48 hours after mastectomy;

**Responsibility:**

- Make it a felony for parent to cross state line to flee from child support;

**Protecting children:**

- Stand firm in determination to ban advertising/marketing of cigarettes aimed at kids.

**Stronger communities:**

**Crime/drugs:**

- Finish hiring 100,000 police;
- Pass Victims Rights Amendment;
- Pass Juvenile Justice bill;
- Largest anti-drug effort ever;

**Urban agenda:**

- Empower urban communities through investment and loans (double number of empowerment zones, restore contaminated urban land and buildings, expand community development banks);
- Use empowerment approach to renew DC;

**Environment:**

- Clean up 500 more toxic waste sites;
- Make polluters pay;
- Designate 10 American Heritage Rivers this year;
- Ban worst toxic chemicals and reduce greenhouse gases;

**Service:**

- Mobilize millions of Americans to national service;

**Culture:**

- America 2000 celebration of culture and the arts.

**World leadership:**

**Undivided democratic Europe:**

- Expand NATO by 1999, strengthen NATO's Partnership for Peace;

**Asian Pacific community:**

- Together with South Korea, advance peace talks with North Korea;
- Call on Congress to fund our share of agreement under which North Korea must freeze and dismantle nuclear weapons program;
- Pursue deeper dialogue with China (invited China's President to come here);

**Global economy/trade:**

- Expand exports, especially to Asia and Latin America (need authority to conclude new trade agreements);
- Will visit Latin America in the spring;

**New security threats:**

- Ratify Chemical Weapons Convention;

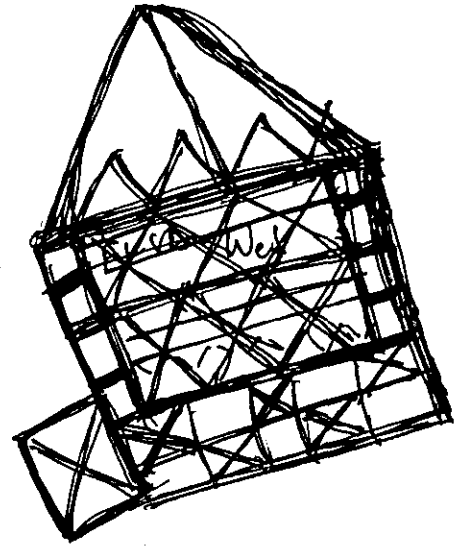
**Military strength/tools:**

- Increase funding for weapons modernization by year 2000, take care of men and women in uniform;
- Pay our debts and dues to international financial institutions like the World Bank, and to a reforming United Nations.

**One America:**

- ~~No specifics.~~ Race Initiative

DPC - Pillars Project



Deal with issues of Bill C...

This week

3 1/2 yr. time horizon

- What we can accomplish.
- Who will it help
- How much it will help them
- How much it will cost
- Will it happen.

<del>St. Louis</del>	<del>affair</del>	<del>-</del>
<del>line item</del>		

cost-benefit and  
 have chance to happen/be completed.  
 political ramifications -  
 unite  
 divides  
 redefines

Highly visible

Crime  
unhatched

Health - CF - coverage / status how healthy are people - health status includes tobacco

Families - Jen (w/ Flady / Maria)

Pa Crime / Drugs - Rose

Mike - Education

Cyn / Tom / Paul - Underlords / cities / w/ restructure