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JIMMY CARTER

March 8, 1993

To Director Carol Rasco

All of us were grateful for the opportunity to meet with you last week to discuss our private initiatives in Atlanta, Los Angeles, and Baltimore. Our diverse efforts have led us to a surprising consensus about the best (only?) general approach that might be successful in arresting the rapid decline in the quality of life of families in our inner cities.

Our successes are being derived from:

- a) maximum empowerment of needy families who know what works and what doesn't;
- b) close partnerships between major employers and our target areas;
- c) teamwork among existing government and private agencies that are concerned about the same family;
- d) recruitment, training, and assignment of thousands of volunteers;
- e) insuring minority leadership and emphasizing racial sensitivity; and
- f) rapid assessment of results.

Despite our efforts to the contrary, toward the end of our meeting I felt that some of the cabinet officers may have misinterpreted the basic points we were trying to make. There seemed to be an impression that getting the Congress to authorize and finance an array of new federal programs was a prerequisite to success. To clarify this issue, please let me summarize our requests.

1. Although we will support your initiatives, we want to make maximum use of existing federal programs, as one vital component of an overall team effort. Local and state governments, the business community, religious congregations, private benevolent organizations, universities, and individual volunteers are already being marshaled. We need a presidential directive to federal agencies in our regions requiring them to form tight knit groups

PHOTOCOPY
MISC. HANDWRITING

of executives to insure coordination of their own efforts and to work directly with us. The Federal Executive Board for the Southeast received such instruction from President Bush last summer, but its potential has not been realized. With a current directive from Washington, Executive Director Joe Juska is fully prepared to meet our needs in Atlanta.

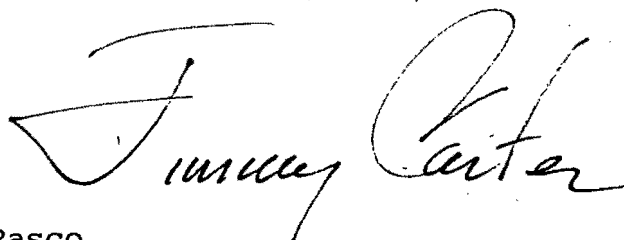
2. We need for you or your designee to visit our communities to learn first hand what we are doing. Subsequently, we want to continue working with this person, who not only can assist us, but also let us know how we can help insure the success of your own efforts from the federal level.

3. Since government training and employment programs are inherently transient in their effect, we want to rely mostly on permanent jobs within the private sector for inner city employees. In a competitive environment where insidious customs favor "red lining" of our most deprived neighborhoods, substantive tax or financial incentives are the most efficient means to insure job opportunities where they are most needed. Enterprise zones are a promising approach.

4. We need flexibility in trying new ideas, cutting red tape, and simplifying forms. Since we already are organized and have a well developed capability to assess the efficacy of initiatives, we can test rapidly the new programs that are contemplated by the Clinton administration. We would welcome this role.

Under ideal conditions that we envision, there can be a great private augmentation of available levels of federal government funding and personnel. We are eager to join you and many other American cities in common efforts to immunize children, improve housing, reduce school dropouts and teen pregnancy, control drug traffic, provide jobs, and develop safe and beautiful neighborhoods for our most needy families.

Best wishes,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned centrally below the typed text.

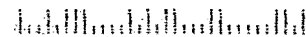
The Honorable Carol Rasco
Director Domestic Policy Council
Old Executive Office Building
Washington, D.C. 20500

PHOTOCOPY
MISC. HANDWRITING

Jimmy Carter

POSTAGE AND FEES PAID

The Honorable Carol Rasco
Director Domestic Policy Council
Old Executive Office Building
Washington, D.C. 20500



plan for creating more
commun., collaboration
among regional offices.

The staff will do the
preliminary work prior
to the DPC meeting;

~~the~~ this work will include
a mapping of reg. office
locations, functions

selected surveys of
any collaborative work
to date.

Families First

Welfare Reform - One stop shopping
★ BIG goal

Health Care Reform
Comprehensive care

Children's Bureau

HLA

Breed/Kilay
Confer w/ Carter & his project

Rog memo on staff meetings

Forms?

DRC agenda - Environmental Police Corps

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To go out by fax Thurs. aft.

LETTERHEAD

cc: WH Senior Staff

To: Vice-President Gore
From: Carol H. ISOCP
Subj: Application Forms Follow-up
Date: 3/1/93
for Carter Pres. meeting

Today's meeting w/ Pres. Carter was an exciting opportunity for us to focus on ~~problems~~ tasks that present great challenges but invaluable opportunities. I wish to comment here upon several topics raised & the work of the DPC:

A) Common application for federal programs

One of the priority discrete tasks of the developing Welfare Reform Task Force is to be the issue of more commonality among application forms. This is a key priority of the President & myself. Each participant in the DPC will be asked to eventually become a part of this strategy.

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project

II. LA / Atlanta / Baltimore
Contact point - see below

III. Regional Task Forces

One of the most challenging experiences I had was the Arkansas State Office was coordinating the calls/visits from the actual work of the regional offices of federal agencies. Sen. Clinton & I often joked that perhaps part of our staff salaries should be paid by federal government for doing their coordination work.

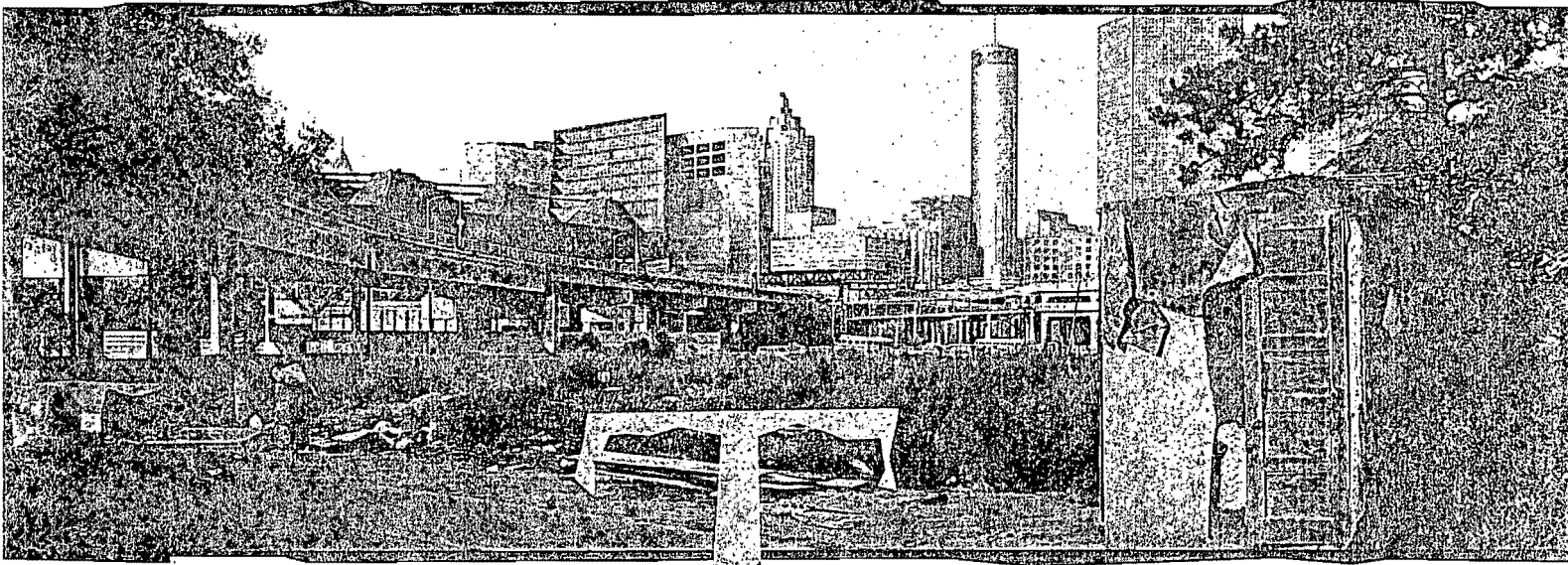
I am proposing that at an upcoming first meeting of the DPC a small working group of cabinet officials be asked to name an action group of staff members to design within 2 mos a work

District-level; Inter-dept. level
Comm.
Flexibility - partic. problematic in HUD (project that was going to be approved, & now going to be denied)
UP Gore
Sec OMB / Standardized form
DPC
Breakfast
Kathy Way

A person to report directly to WH & Regina/Wattson

THE
ATLANTA
PROJECT

© Bensley For TAP



"THE REAL
FAILURE, FOR
ATLANTA AND
CITIES LIKE
IT, WOULD BE
NOT TO TRY."

JIMMY CARTER



Office of the Vice President

Old Executive Office Building
Washington, DC 20500
(202) 456-2326

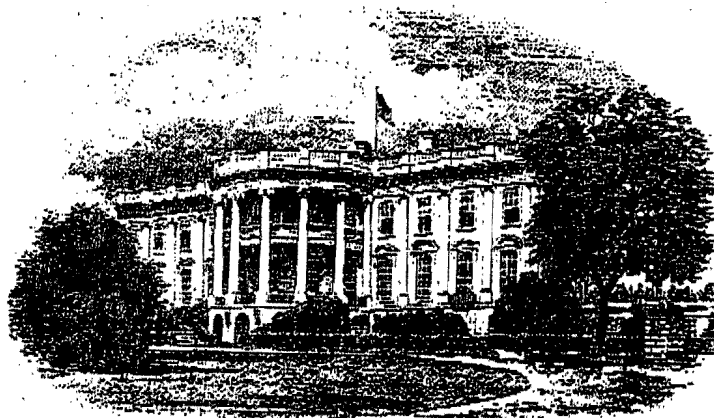
TO: CAROL RASCO

FROM: AL GORE

DATE: 3 MAR 93

number of pages: 6

COMMENTS: RE: THE AMERICA PROJECT MTG



March 2, 1993

To: Participants in meeting with former President Carter et al
From: Roy Neel, Chief of Staff, Office of the Vice President

Subject: Specific requests for Administration assistance to
The Atlanta Project/The America Project

President Carter has forwarded to the Vice President a list of specific areas of assistance he and his group will discuss at Thursday's meeting in the Roosevelt Room (1:30-3:30 pm). A copy of his memorandum is attached to help you prepare for the meeting.

Also attached is a final list of meeting participants. Please call me (456-6606) if you have questions.

Meeting with former President Jimmy Carter, Peter Ueberroth, et al
1:30-3:30, Thursday, March 4

Participants

Vice President Gore
Secretary Bruce Babbitt
Secretary Jesse Brown
Secretary Henry Cisneros
Secretary Mike Espy (representative)
Secretary Bob Reich (representative)
Secretary Richard Riley
Attorney General-designate Janet Reno
Secretary Donna Shalala
Director Leon Panetta
CEA Chair Laura Tyson
NEC Director Bob Rubin
DPC Director Carol Rasco
Director of National Service Eli Segal

President Jimmy Carter
Peter Ueberroth, Chairman, Rebuild LA
Tony Salazar, Co-Chair, Rebuild LA
Charles Hirsch, Heal the World Foundation, Los Angeles
Paul Brophy, Vice Chair/CEO, Enterprise Foundation, Columbia, MD
James Wilson Rouse, Chr., Enterprise Foundation, Columbia MD
Richard Schubert, President and CEO, Points of Light Foundation
John Hardman, Exec. Dir., Carter Center, Atlanta
Daniel Sweat, Jr., Project. Coord., Atlanta Project, Atlanta
Douglas Dean, Advisory Comm., The Atlanta Project, Atlanta
Kathleen Johnson, Sr. Advisor for Prog. Dev., The Atlanta Project

Congressman John Lewis
Congresswoman Maxine Waters

Staff: Roy Neel, Chief of Staff, Office of the Vice President
Marla Romash, Communications Director (OVP)
Elaine Kamarck, policy advisor (OVP)
Charlotte Hayes, policy advisor (OVP)
White House Communications (representative)
White House Public Outreach (representative)
White House Political Liason (representative)
White House Intergovernmental Relations (representative)



JIMMY CARTER

March 2, 1993

To Vice President Al Gore

We are looking forward to our meeting with you and some of the cabinet members Thursday afternoon. At your request, we have hurriedly accumulated some specific proposals which we hope will be considered. None of us wishes to add any funding or personnel to federal programs already in existence. Our purpose is to share with you some of the innovative ideas that are being pursued in a small number of representative private organizations to arrest the rapid decline in quality of life in America's inner cities. All of us are dedicated to preserving our own nongovernmental and independent status, but hoping that government agencies can join us as an integral team member in alleviating the ravages of poverty.

In some cases, the cities of Atlanta, Los Angeles, or Baltimore might be used as communities for testing new ideas of the Clinton administration on a relatively limited scale. This is a generic opportunity that might apply to a number of the items below.

Federal regional agencies - There are 110 in Atlanta alone, responsible for implementing federal programs in the Southeast! I have met with all of them, and although there is a federal council, ostensibly designed to coordinate efforts, a great deal remains to be done. Joe Juska, executive director of this council is doing the best he can with a task force authorized by President Bush. However, we need a new presidential directive and some stronger follow-up from Washington to insure that core agencies are knit into a functioning team. This would include most of those with whom I presume we will be meeting. Rebuild Los Angeles can use a similar group to help citizens and communities victimized by the 1992 riots.

OMB - We need maximum flexibility in simplifying and standardizing such forms as those that qualify families for food stamps, head start, public housing, WIC, and Medicaid. Also, we need some input from the federal government in devising a way to track children from birth through immunization days, school, etc. Now it is not possible to do so. We have already begun this effort. What we develop would have nationwide application.

Page 2

Health - We have 54,000 children in The Atlanta Project who are less than six years old. Between now and May 1 we will make a door-to-door canvas with volunteers and insure that all these children are adequately immunized. In addition to administrative and programmatic support, we need some assistance in acquiring hepatitis vaccine for children between one and five years of age. While visiting homes, we also expect to identify pregnant women who are not receiving prenatal care and other family members who might need assistance.

Labor, education - We need special flexibility in placing young people in training and summer job programs. We have a special initiative in melding all the universities in the area with the inner city neighborhoods. We would be prepared to concentrate on such opportunities as a dramatic increase in Headstart coverage and President Clinton's national service program for college students.

Within our public schools, whose enrollment is predominantly African-American, we are organizing groups of students known as "FutureForce." These students are leading the efforts to control violence, to encourage mentoring for potential dropouts, to promote better health care, and to reduce drug use. We already have a close tie with the U.S. Army, but could benefit from more extensive relationships with federal personnel and agencies in apprenticeships, leadership training, recreational activities and building respect for law enforcement officials.

Small Business - We have received from the previous administration a \$33 million grant under the Major Renovation of Obsolete Projects program for one of Atlanta's housing projects. We need more flexibility in using these funds and a special HUD task force to work with us so that this grant can be leveraged to encompass a much more effective partnership from the private sector, volunteers, and local governments. This same task force could help our volunteer groups like Habitat for Humanity obtain building supplies for renovation of homes owned by low income families.

Justice - In addition to some of the ideas above, it would be helpful to build a more substantive cooperation on the "Weed and Seed" concept of the previous administration. The high crime and drug culture is heavily concentrated in public housing developments, and only a strong team effort among the multiple law enforcement agencies and HUD is going to be effective.

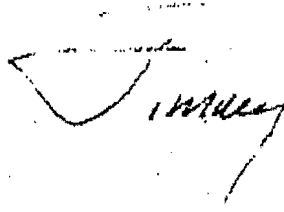
Federal offices - Federal law requires that offices be utilized in central city areas and not moved to the affluent suburbs. This has not been enforced since I left the White House.

MAR- 2-93 TUE 18:45 CARTER PRESIDENTIAL CTR. P.04

Page 3

In general, all of us will be eager to offer our help to federal program administrators in making your own programs more effective. Let me reiterate that we are not asking for anything that would increase the federal budget or cause the employment of additional personnel. A partnership, however, built on our diverse private initiatives, can be mutually beneficial in serving our low income families.

Best wishes,



The Honorable Al Gore
The Vice President
The White House
Washington, D.C.

March 2, 1993

To: Senior White House Staff
From: Roy Neel

Subject: Meeting with the Vice President, and former President Jimmy Carter, Peter Ueberroth, et al to discuss The Atlanta Project, The America Project, and Rebuild LA.

Request for staff memoranda, advice for the Vice President in preparing for this meeting

1:30-3:30 pm, Thursday, Mar. 4
(President Clinton will be meeting with former President Carter from 1-1:30 pm.)

President Carter has sought this meeting to describe these urban projects and to ask for specific help with the Administration to streamline certain federal procedures to facilitate their work. Bob Rubin and Carol Rasco plan to make a brief presentation about the early stages of their work to address urban problems through the policy councils.

A list of the attendees and a description of The Atlanta Project are attached.

Several issues bear discussion:

- The meeting participants from the Administration will be asked for specific assistance (a memo outlining these requests is being prepared by Pres. Carter's staff). **Do we have a policy paper on our efforts to rebuild south central Los Angeles?**

- President Carter and Mr. Ueberroth plan to address the press immediately after this meeting to discuss their visit.

~~CC of these~~
~~2 pgs to (HK)~~
Bruce Reed

Roy: Call Roy Neel (HK)
office 4-1-11
I didn't have
the attachment

Meeting with the Vice President, former President Jimmy Carter,
Peter Ueberroth, et al
1:30-3:30, Thur., Mar. 4

Participants

Vice President Gore
Secretary Ron Brown
Attorney General-designate Janet Reno
Secretary Mike Espy
Secretary Donna Shalala
Secretary Henry Cisneros
Secretary Bruce Babbitt
Secretary Jesse Brown
Secretary Bob Reich (representative)
Secretary Richard Riley
Director Leon Panetta
CEA Chair Laura Tyson (invited)
NEC Director Bob Rubin
DPC Director Carol Rasco

President Jimmy Carter
Peter Ueberroth, Chairman, Rebuild LA
Tony Salazar, Co-Chair, Rebuild LA
Charles Hirsch, Heal the World Foundation, Los Angeles
Paul Brophy, Vice Chair/CEO, Enterprise Foundation, Columbia, MD
James Wilson Rouse, Chr., Enterprise Foundation, Columbia MD
Richard Schubert, President and CEO, Points of Light Foundation
John Hardman, Exec. Dir., Carter Center, Atlanta
Daniel Sweat, Jr., Project. Coord., Atlanta Project, Atlanta
Douglas Dean, Advisory Comm., The Atlanta Project, Atlanta
Kathleen Johnson, Sr. Advisor for Prog. Dev., The Atlanta Project

Staff: Roy Neel, Chief of Staff, Office of the Vice President
Marla Romash, Communications Director (OVP)
Charlotte Hayes, policy advisor (OVP)
White House Communications
White House Public Outreach
White House Political Liason



Office of the Vice President

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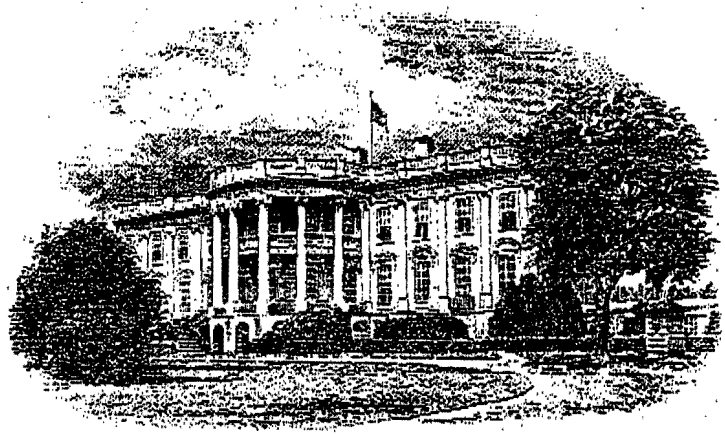
TO: CAROL RASCO

FROM: AL GORE

DATE: 25 FEB 93

number of pages: 4

COMMENTS: _____





THE VICE PRESIDENT
WASHINGTON

February 24, 1993

Ms. Carol Rasco
Assistant to the President for Domestic Policy
The White House
Washington, D.C. 20500

Dear Ms. Rasco:

At President Clinton's suggestion, I want to invite you to join me in a meeting with President Jimmy Carter and Peter Ueberroth to discuss how our administration can support The America Project (TAP), a creative project to attack the massive problems of our declining inner cities. We will meet from 1:30-3:30 pm, Thursday, March 4 in the Roosevelt Room of the West Wing of the White House.

As you may know, President Carter has helped spearhead The Atlanta Project, on which The America Project is based. Requiring no new federal funds, The Atlanta Project has forged a public-private partnership that is-- as President Carter notes in his attached letter-- "exciting, innovative, practical, and workable."

TAP needs our help to cut across conflicting and duplicative federal procedures to give this experimental project a chance to make a real difference. I have also asked other key Cabinet and White House officials to attend.

I hope you will be able to join President Carter, Mr. Ueberroth, and me March 4. As soon as possible, please ask your staff to confirm your schedule with Roy Neel, my Chief of Staff, at 456-6606.

Sincerely,

Al Gore

① Accept
② Call Alicia's office & tell them we'll have lunch at 12 instead of 12:30 (before calling her see if Netta Luna at

P6(b)(6)

can seat 2 for lunch at 12 on 3/4 & then if Netta Luna ok give her office

address of 809 15th St. NW in DC

③ Move Rick Berke of NYTimes to 4 p.m.

④ Move Rabi. M-Optima (?) from

David Rothkopf CEO Inst.

3 p.m. to 4:30 p.m. on Wed., Mar. 3 or whenever it is that switched to 3/4

P6(b)(6)

I can give you #

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JIMMY CARTER

January 27, 1993

To Vice President Al Gore

I appreciated your call early this year and your offer to pursue The Atlanta Project concepts in addressing inner city problems. The rate of deterioration of low income areas in urban communities of all sizes is a national crisis. Just in the last five years, for example, there has been a 700% increase in homicides among Washington, D.C. juveniles and a 300% increase in major crimes of violence in Atlanta juvenile courts. During the last 12 years, the number of homeless people in Atlanta has increased from less than 1500 to 12,000. The L.A. riots are just a symptom of brewing violence in almost every American city.

Fortunately, this is not a hopeless situation. Some of the concepts we have evolved in Atlanta are exciting, innovative, practical, and workable. Furthermore, you will be glad to know, they do not require additional federal funding. Under the generic name of The America Project (TAP), a nationwide effort to use these concepts can marshal wide support and a realization that progress can be made. Urban leaders are getting desperate and are eager to know what to do. Without soliciting their visits, we have already had delegations from about fifty communities come to Atlanta to learn about our plans.

A key factor in this effort (recognized by Jack Kemp and a few other Bush cabinet officers) is the understanding and cooperation of the domestic cabinet officers whose departments are directly involved in education, housing, health, welfare, labor, drug control, and agriculture (WIC, school lunches, and food stamps). The cooperation of OMB will also be important in letting us simplify forms and procedures required of poor families to qualify for Medicaid, public housing, head start, and other services.

Some of the members of congress most deeply involved in urban affairs have already expressed their willingness to authorize some flexibility in Atlanta and a few other cities to test some of the new ideas already conceived by us or by the vast array of

The Honorable Al Gore

Page 2

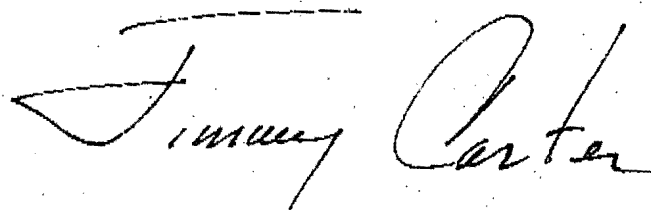
private American foundations. Carnegie has been sending to Atlanta leaders of foundation sponsored projects in a wide range of communities that have already proven to be successful. We are emulating some of these, and are ready to help other communities do the same through TAP. There already is a lot of cooperation among TAP, Rebuild Los Angeles, Enterprise Foundation, Habitat for Humanity, Points of Light, and others. Instead of competing with each other, we are mutually supportive.

As soon as it can be arranged, I would like to meet with you and the appropriate cabinet members to explain what we are doing and to seek cooperation from the Clinton administration. Peter Ueberroth, Jim Rouse, and some resident spokespersons of the inner cities would like to join us.

Please give me a call so that we can make our plans to come to Washington.

Best wishes,

Sincerely,



The Honorable Al Gore
Vice President of the United States
The White House
Washington, D.C. 20500

March 2, 1993

To: Senior White House Staff
From: Roy Neel

Subject: Meeting with the Vice President, and former President
Jimmy Carter, Peter Ueberroth, et al to discuss
The Atlanta Project, The America Project,
and Rebuild LA.
1:30-3:30 pm, Thursday, Mar. 4

**FYI, the attached description of The Atlanta Project was
omitted from the memo I distributed at the staff meeting this
morning.**

THE
CARTER CENTER

THE ATLANTA PROJECT

The Atlanta Project, an initiative of former President Jimmy Carter and The Carter Center, Inc., seeks to tap the enormous reservoir of talent and goodwill that exists throughout the Atlanta area in an effort to reduce poverty, hopelessness, and despair.

The heart of The Atlanta Project is to connect people with people--rich with poor, young with old, and people of all ethnic, racial and religious origins in ways that will enrich the lives of all involved.

The Atlanta Project is an unprecedented community-wide effort to attack the social problems associated with poverty in urban areas. It will create friendships and partnerships among state, local, and federal government agencies, nonprofit service organizations, the business community, and large numbers of volunteers drawn especially from universities and religious institutions. The Atlanta Project will address the problems that most afflict economically depressed families: school-age pregnancy and dropout rates, juvenile delinquency, crime and violence, homelessness, drug abuse, and unemployment.

Each state in the nation faces similar challenges. The United States by far has more citizens in prison than any other nation. Homelessness has become a national shame, yet federal housing funds continue to diminish. Forty-five percent of black children now live

in poverty, and 25 percent of young black men are in prison or on probation.

By initially focusing on selected neighborhoods in the metro area, The Atlanta Project hopes to evolve a model that can be adapted by other American cities to address these and other increasingly urgent needs.

THE PROBLEM

Metropolitan Atlanta is one of the most dynamic cities in America. Its robust business and commercial activity continues to thrive in spite of the current national recession. A recent Fortune 500 magazine survey of major corporate executives rated Atlanta as the single best place in America to do business.

Its race relations, while far from perfect, are the envy of many other metropolitan cities.

Cooperation among government and private industry, civic and business leaders, academic institutions, and private citizens has resulted in Atlanta being chosen to host the 1996 Summer Olympic Games, an event of monumental proportions. The 1991 World Series catapulted the Atlanta Braves and the city to the head of the class in major league baseball, and in 1994, Atlanta will be the site of the National Football League Super Bowl.

It would appear that Atlanta is on a roll and that all its citizens are enjoying its good fortune.

Unfortunately, this is not the case. While Atlanta is one of the most progressive cities in the United States, it is also among the poorest. Atlanta is really two cities: one for the affluent

and well-educated, who are able to realize their dreams, and one for those who lack the education and skills to function in a modern and complex urban society.

It is time for Atlanta to become one city, a city that devotes as much time and energy to those in need as it has to bringing home the Olympics or cheering the Braves. Our inner-city neighborhoods are in crisis, and we all have something at stake. Crime, drugs and violence are precipitating the breakdown of families and communities, as seen in the growing number of men, women and children who fill our streets, our social service offices, and our jails and detention centers. The statistics are startling:

* Atlanta has a higher proportion of families with incomes below 50 percent of the average national poverty level than any other city in the U.S., with the single exception of Newark, N.J.

* Among all states, Georgia ranks highest in infant mortality, has the 3rd highest number of babies born underweight and the 2nd highest number of high school dropouts, and ranks last in the overall well-being of children.

* Seventeen percent of all newborn babies at Grady Hospital in downtown Atlanta are born to mothers who abuse cocaine. Thirty percent of all babies born there are to women who have had little or no prenatal care.

* There are an estimated 12,000-15,000 homeless people in the Atlanta area. Yet nearly 12 percent of the housing units owned by the Atlanta Housing Authority stand vacant.

* In the past five years in Fulton County Juvenile Court,

drug cases have increased by 1,700 percent, weapons charges by 73 percent, robbery by 240 percent, and all violent crime has increased by nearly 300 percent.

THE APPROACH

Despite the best efforts of government, business, and civic leadership, these and other problems are getting worse. It should be apparent that more money and traditional programs alone are not the solution.

The Atlanta Project is predicated on the idea that solutions lie in the creative talents and energies of individuals and are only fully realized when people pool their efforts and resources. This includes less fortunate people as well as those more affluent. It is not and cannot be a one-way street. Each and every person involved must be part of a dialogue, must both give and receive.

To start this dialogue, the Project will address the needs of 20 troubled neighborhoods in south Fulton and DeKalb counties and northwest Clayton county. In each neighborhood, we will hire two people who will represent the needs of the community to an Atlanta Project advisory board and secretariat. By involving parents, students, teachers, law enforcement officers, health officials, religious leaders, and others, we hope to marshall all the available resources into one concerted effort to improve people's lives. Volunteers also will play a key role. We hope to coordinate a massive number of volunteers, who can help teachers in city schools, assist in community health centers, work as volunteer probation officers, or just be a mentor to a child who needs a

friend.

The Carter Center will be the home base from which the Project secretariat and advisory board will coordinate city-wide efforts, to bring about maximum teamwork and put in place coalitions for long-term effectiveness. Six full-time professionals on the secretariat, under the direction of Atlanta business leader Dan Sweat, bring expertise from the fields of community and economic development, criminal justice, health, education and housing.

Representatives on the advisory committee come from local, state and federal agencies, non-profit organizations, universities, and community groups.

THE HOPE

We envision a better Atlanta, one where a middle-class family and a needy family get to know each other and establish true bonds of friendship. This can be an Atlanta where religious congregations in different neighborhoods work together to build a home or renovate a boarded-up building for a needy family, or help pay for the college education of a student who might otherwise not have the opportunity to develop his or her full potential. This can be a city where every pregnant mother has access to prenatal care and every child is immunized against diseases we know how to prevent. This can be a place where young juvenile offenders have the help and support they need to turn from a life of crime. With your help, we want to connect people in our communities in ways never before attempted to make this the city we all envision it can be.

01.01.00.00 111

You might think this is an impossible dream, and you might be right. But, working together, we're bound to succeed in improving life for some people in some ways, and that's progress. As President Carter says, the only real failure would be not to try.

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