

FOIA MARKER

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Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Speechwriting

Series/Staff Member: Terry Edmonds

Subseries:

OA/ID Number: 24673

FolderID:

Folder Title:

Child Immunization

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Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. schedule	Cover Sheet for Schedule (1 page)	12/11/00	P6/b(6)

COLLECTION:

Clinton Presidential Records
 Speechwriting
 Terry Edmonds
 OA/Box Number: 24673

FOLDER TITLE:

Child Immunization

2006-0462-F
ry699

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
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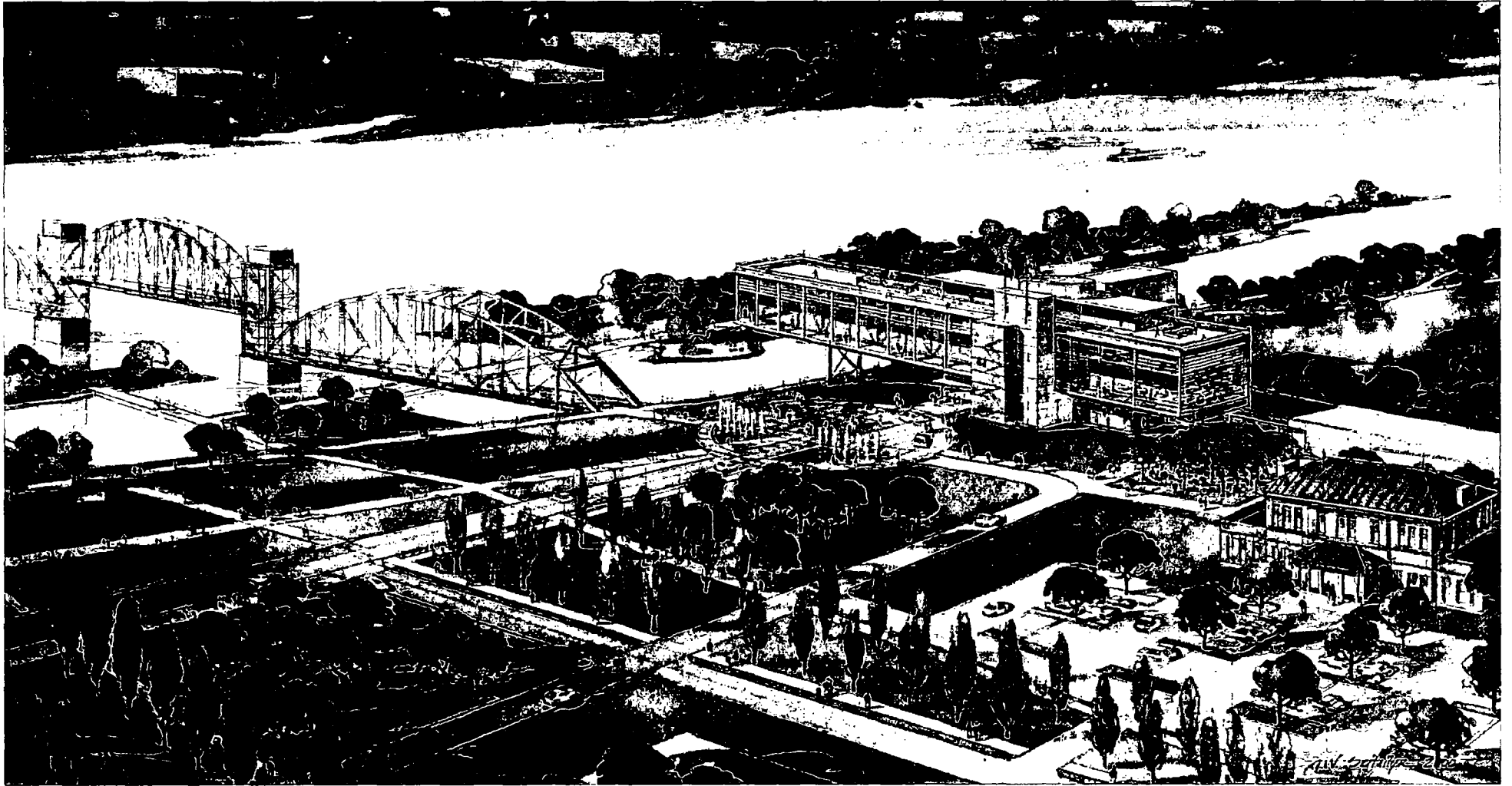
C. Closed in accordance with restrictions contained in donor's deed of gift.

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

RR. Document will be reviewed upon request.

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

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The William J. Clinton Presidential Center

Little Rock, Arkansas

Polshek Partnership Architects

**PRESIDENT WILLIAM J. CLINTON
REMARKS ON CHILD IMMUNIZATION
THE WHITE HOUSE
December 11, 2000**

Acknowledge: Rosalyn Carter, Betty Bumpers—the first person to open my eyes to the fact that even though we develop and produce the majority of vaccines, too few of our children were being vaccinated. Rosalyn and Betty have become so recognized as leaders on immunization that people joke every time they show up, kids start to cry because they know someone is going to get a shot. I also want to thank Secretary Shalala, Secretary Glickman, and the many leaders from health organizations here today for their leadership. Also, Hillary, who wanted to be here and has helped lead our efforts to improve and expand health care for our children.

We meet in this historic room named, in part, for a leader who spent most of his life enduring and overcoming the effects of polio. I was part of the first generation of Americans to receive the polio vaccine and I remember the pictures of children who were crippled by that disease. I remember being conscious that an enormous burden was being lifted from me and I was being given a chance that people just a little older than me never had.

Through the miracle of modern medicine, we have seen the triumph of vaccines over infectious, deadly diseases. Vaccines have proven to be a safe and effective way to save lives, save money and save children the agony and pain of diseases such as polio, mumps, rubella and measles.

When I took office, I was determined to do all we could to expand opportunities and improve the quality of life for all our children. Boosting immunization rates was certainly a key. **After all, if we want our children to have the best shot in life, we need to make sure they get their shots.** Back in 1993, the challenge was clear. Almost two out of five children under the age of three had not been fully vaccinated. So with the leadership of Hillary and Secretary Shalala, we launched the Childhood Immunization Initiative to improve immunization services, make existing vaccines safer and more affordable, and increase immunization rates across our nation. We enacted the Vaccines for Children program to provide free vaccines to uninsured and under-insured children.

Thanks to the work of everyone in this room, childhood immunization rates are now at an all-time high—and the incidence of diseases such as measles, mumps and rubella are at an all-time low. In recent years, we have been able to say for the first time in history, 90 percent of America's toddlers have been immunized against serious childhood diseases. Just as important, vaccination levels are nearly the same for preschool children across racial and ethnic lines.

America's children are safer and healthier. But our work is far from done. Despite our progress, at least one million infants and toddlers are not fully immunized and too many children continue to fall victim to diseases that a simple immunization could have prevented. There is no excuse for that.

Low-income children, in particular, are far less likely to be immunized. In some urban areas, immunization rates are 20 percent below the national average. In Houston, for example, only 63 percent of low-income children are fully vaccinated. In Detroit and Newark, it's 66%. And we know areas with below average immunization rates are at greater risk of potentially deadly disease outbreaks such as what we saw with the measles epidemic in the late 80s.

Today, I am announcing three new steps to build on our record and meet this challenge. First, if we want to increase immunization rates among children at risk, we need to go where they do. Over 45 percent of infants and toddlers nationwide are being served by the Women, Infants and Children program. It is the single largest point of access to health care services for low-income preschool children who are at highest risk for low vaccination coverage. In fact, immunization rates for children in WIC is in some cases 20 percent lower than the rates for other children. When it comes to making sure all of our children are immunized, WIC is the place to start.

Today, I am directing WIC to conduct an immunization assessment of each and every child participating in the program—all five million of them. Each time a child comes in, their immunization status will be evaluated. Children who are behind schedule or who don't have immunization records will be referred to a local health care provider. I am calling on the CDC to provide WIC staff with the information they need to conduct immunization assessments accurately and efficiently. We know this works. WIC centers that have experimented with this type of approach have seen vaccination coverage increase by up to 40 percent in just a year.

Second, I am directing Secretary Shalala and Secretary Glickman to develop a national strategic plan to further improve immunization rates for children at risk. This would include steps to utilize new technology, share best practices, and examine how we can enlist other federal programs serving children in the effort to help improve immunization rates.

But this is not a job for government alone. We need to work in partnership with other caring organizations if we're going to succeed. So third and finally, I am announcing that the American Academy of Pediatrics is launching a new campaign urging all 55,000 of its members to remind WIC eligible patients to bring their immunization records with them when they visit WIC sites. I want to thank the members of the AAP for this initiative.

We need to keep working together until every child, in every community is safe from vaccine-preventable disease. We have come a long way. But remember the words of Dr. Jonas Salk, the father of polio vaccine. He once said, "the greatest reward for doing is the opportunity to do more." We've done so much together. Now let's do more.

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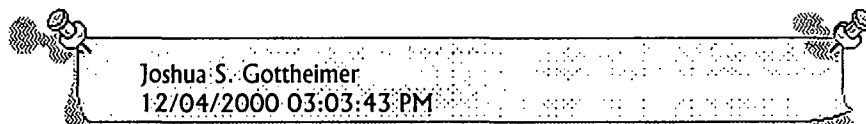
December 11, 2000

MEMORANDUM FOR TERRY EDMONDS

FROM: MARA SILVER

RE: MORNING SCHEDULE

1. Good morning.
2. *Schedule Today:* 8:15 am – Communications mtg; 8:30 am – Senior Staff mtg; 8:45 am -- Budget mtg
3. *POTUS Today:* 12:15 – 1:00 pm – Briefing and Statement (TBD); 3:30 – 4:45 pm – Phone and Office; 5:00 – 6:00 pm – Tree Lighting Ceremony (Ellipse);
4. *Phone and Office Time Today:*
5. *Speech Calendar:* See Attached



Record Type: Record

To: See the distribution list at the bottom of this message
cc: Christine M. Glunz/WHO/EOP@EOP, Sarah R. Rozensky/WHO/EOP@EOP, Katherine A. Brown/WHO/EOP@EOP
Subject: updated sw sked

**WHITE HOUSE OFFICE OF SPEECHWRITING
SPEECH ASSIGNMENTS
December 4 - December 11 , 2000**

Mon 12/4	Coral Reef	John
Tues 12/5	T: Message Event	Paul
Tues 12/5	Team Harmony Event, Boston	Sam
Wed 12/6	Human Rights	Heather
Thur 12/7	Airline Safety	Terry
Fri 12/8	Nebraska	NSC
Sat 12/9	Live Radio Address	Josh
Sat 12/9	Library Unveiling	TBD
Sun 12/10	Christmas in Washington	Sam
Mon 12/11	Message Event	TBD
Mon 12/11	Pageant of Peace	Josh
	FOREIGN TRAVEL	

Message Sent To: _____

Withdrawal/Redaction Marker

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Monday, December 11, 2000

**SCHEDULE OF THE PRESIDENT
FOR
MONDAY, DECEMBER 11, 2000
*Draft Schedule***

DOWN UNTIL 11:00 A.M.

11:00	am-	MEETING
11:15	am	OVAL OFFICE Staff Contact: John Podesta
11:15	am-	MEETING
12:15	pm	OVAL OFFICE Staff Contact: Beth Nolan
12:15	pm-	BRIEFING AND STATEMENT (T)
1:00	pm	LOCATION TBD Remarks: Staff Contact: Event Coordinator: PRESS TBD
1:05	pm-	MEETING
1:15	pm	OVAL OFFICE Staff Contact: Stephanie Streett
1:20	pm-	MEETING
1:40	pm	OVAL OFFICE Staff Contact: Stephanie Streett
1:45	pm-	MEETING
2:15	pm	OVAL OFFICE Staff Contact: John Podesta, Ted Widmer
2:15	pm-	PHOTO OPPORTUNITY
2:20	pm	OVAL OFFICE Staff Contact: Stephanie Streett WHITE HOUSE PHOTO ONLY

Note: There will be approximately tbd guests in attendance.

December 8, 2000 (6:50 PM)

Monday, December 11, 2000

2:30 pm-
3:30 pm

WHITE HOUSE PAGEANT OF PEACE RECEPTION
MAP ROOM
Staff Contact: Capricia Marshall
Event Coordinator: Sharon Kennedy
WHITE HOUSE PHOTO ONLY

Note: Business Attire

Note: There will be approximately 500 guests in attendance.

-- **The President** and the First Lady pose for a group photo with Urban Voices of Youth H.I.P.H.O.P Choir.

-- Upon conclusion of the photo, **the President** and the First Lady receive guests.

3:30 pm-
4:45 pm

PHONE AND OFFICE TIME
OVAL OFFICE

4:50 pm

THE PRESIDENT departs The White House via motorcade en route The Ellipse
[drive time: 5 minutes]

4:55 pm

THE PRESIDENT arrives The Ellipse

Greeters: Joe Lawler, Deputy Regional Director, National Capital Region, National Park Service
Gentry Davis, Deputy Regional Director, National Capital Region, National Park Service
Stan Lock, White House Liaison, National Park Service
Rachel Frantum, Park Manager, President's Park, National Park Service
Bob Stanton, Director, National Park Service (T)

December 8, 2000 (6:50 PM)

Monday, December 11, 2000

5:00 pm-
6:00 pm

**PAGEANT OF PEACE TREE LIGHTING CEREMONY
THE ELLIPSE**

Remarks:

Staff Contact: Melinda Bates

Event Coordinator: Sarah Rozensky

OPEN PRESS (T)

Note: There will be a pre-program.

Note: There will be approximately 2,000 guests in attendance.

-- Off-stage announcement of **the President** to *Honors*.

-- WTYC performs "Ode to Joy".

-- Off-stage announcement of Father Higgins.

-- Father Higgins delivers Invocation.

-- WTYC performs "Let There be Peace on Earth".

-- Peter Nostrand, Chairman, Pageant of Peace, makes brief welcoming remarks and introduces Al Roker as Santa Claus onto stage.

-- Campfire Kids' Messages.

-- Al Roker introduces Kathy Mattea.

-- Kathy Mattea performs "Angels We Have Heard on High", "Mary, Did You Know" and "Baby King".

-- Al Roker introduces Billy Gilman.

-- Billy Gilman performs "Santa.com", "O Holy Night" and "Warm & Fuzzy".

-- Al Roker introduces Cast of *Fosse*.

-- The Cast of *Fosse* perform "Song of Old".

-- Al Roker introduces Charlotte Church.

-- Charlotte Church performs "Winter Wonderland", "Silent Night" and "O Come All Ye Faithful".

-- The Navy Band & Company perform "We Wish You a Merry Christmas".

-- Peter Nostrand introduces **the President**.

-- **The President** makes remarks, lights the National Christmas Tree as the Navy Band performs "O Tannenbaum" and departs.

6:10 pm

THE PRESIDENT departs The Ellipse via motorcade en route The White House
[drive time: 5 minutes]

6:15 pm

THE PRESIDENT arrives The White House

6:15 pm-
8:30 pm

**DOWN TIME
RESIDENCE**

December 8, 2000 (6:50 PM)

Monday, December 11, 2000

8:35	pm	THE PRESIDENT departs The White House via Marine One en route Andrews Air Force Base [flight time: 10 minutes]
8:45	pm	THE PRESIDENT arrives Andrews Air Force Base
9:00	pm	THE PRESIDENT departs Andrews Air Force Base via Air Force One en route Dublin International Airport, Dublin, Ireland [flight time: 5 hours, 55 minutes] [time change: +5 hours]
TBD	pm- pm	FOREIGN TRIP BRIEFING ABOARD AIR FORCE ONE Staff Contact: Samuel Berger
BC RON		ABOARD AIR FORCE ONE
HRC RON		TBD

December 8, 2000 (6:50 PM)

Subject: Child Immunization Event - DRAFT - comments to Afridi ASAP

Date: Sun, 10 Dec 2000 18:35:33 -0500

From: Samir_Afridi@who.eop.gov

To: Joshua_S_Gottheimer@who.eop.gov, James_R_Kvaal@opd.eop.gov, Elliot_J_Diringer@who.eop.gov, aedmonds1@home.com, Terry_Edmonds@who.eop.gov, Jeffrey_A_Shesol@who.eop.gov, Michele_Ballantyne@who.eop.gov, Fern_Mechlowitz@who.eop.gov, Rachael_F_Goldfarb@who.eop.gov, John_Podesta@who.eop.gov, Karen_Tramontano@who.eop.gov, Carolyn_T_Wu@who.eop.gov, Irene_Bueno@who.eop.gov, Maria_Echaveste@who.eop.gov, Rochelle_G_Thompson@who.eop.gov, Christine_M_Glunz@who.eop.gov, Linda_Ricci@omb.eop.gov, Patrick_M_Dorton@opd.eop.gov, Loretta_M_Ucelli@who.eop.gov, Joseph_N_Crisci@opd.eop.gov, Jenni_R_Engebretsen@who.eop.gov, Cathy_R_Mays@opd.eop.gov, Thomas_L_Freedman@who.eop.gov, Emil_J_Barth@who.eop.gov, Christopher_C_Jennings@opd.eop.gov, Jennifer_E_McGee@opd.eop.gov, Karin_Kullman@opd.eop.gov, Steve_Ricchetti@who.eop.gov, Jennifer_L_Dewitt@who.eop.gov, Mara_A_Silver@who.eop.gov, Richard_L_Siewert@who.eop.gov, Devorah_R_Adler@opd.eop.gov, Stephanie_A_Cutter@who.eop.gov, Christopher_M_Wanken@opd.eop.gov, Cheri_L_Stockham@who.eop.gov, Drew_T_Gardiner@who.eop.gov, Valerie_J_Owens@who.eop.gov, Barbara_Chow@omb.eop.gov, shesol@aol.com, gottheim@aol.com, Joel_Johnson@who.eop.gov, Nanda_Chitre@who.eop.gov, Anna_Richter@opd.eop.gov, Sylvia_M_Mathews@omb.eop.gov, James_R_Kvaal@opd.eop.gov, glastris@aol.com, Sarah_E_Gegenheimer@who.eop.gov, Peter_J_Wong@opd.eop.gov, Gene_B_Sperling@opd.eop.gov, Jacob_J_Lew@omb.eop.gov, Charles_M_Brain@who.eop.gov, Samir_Afridi@who.eop.gov, Heather_F_Hurlburt@who.eop.gov, Paul_D_Glastris@who.eop.gov, John_Pollack@who.eop.gov, Devorah_R_Adler@opd.eop.gov, hhh1968@aol.com, jjj32761@aol.com

(See attached file: immunization.draft.2.doc)

Draft 12/10/00 6:30 pm

Sam Afridi

PRESIDENT WILLIAM J. CLINTON
REMARKS ON CHILD IMMUNIZATION
THE WHITE HOUSE
December 11, 2000

Acknowledge: Rosalyn Carter, Betty Bumpers?the first person to open my eyes to the fact that even though we develop and produce the majority of vaccines, too few of our children were being vaccinated. Rosalyn and Betty have become so recognized as leaders on immunization that people joke every time they show up, kids start to cry because they know someone is going to get a shot. I also want to thank Secretary Shalala, Secretary Glickman, and the many leaders from health organizations here today for their leadership. Also, Hillary, who wanted to be here and has helped lead our efforts to improve and expand health care for our children.

We meet in this historic room named, in part, for a leader who spent most of his life enduring and overcoming the effects of polio. I was part of the first generation of Americans to receive the polio vaccine and I remember the pictures of children who were crippled by that disease. I remember being conscious that an enormous burden was being lifted from me

and I was being given a chance that people just a little older than me never had.

Through the miracle of modern medicine, we have seen the triumph of vaccines over infectious, killer diseases. Vaccines have proven to be a safe and effective way to save lives, save money and save children the agony and pain of diseases such as polio, mumps, rubella and measles.

When I took office, I was determined to do all we could to expand opportunities and improve the quality of life for all our children. Boosting immunization rates was certainly a key. After all, if we want our children to have the best shot in life, we need to make sure they get their shots. Back in 1993, the challenge was clear. Almost two out of five children under the age of three had not been fully vaccinated. So with the leadership of Hillary and Secretary Shalala, we launched the Childhood Immunization Initiative to improve immunization services, make existing vaccines safer and more affordable, and increase immunization rates across our nation. We enacted the Vaccines for Children program to provide free vaccines to uninsured and under-insured children.

Thanks to the work of everyone in this room, childhood immunization rates are now at an all-time high and the incidence of diseases such as measles, mumps and rubella are at an all-time low. In recent years, we have been able to say for the first time in history, 90 percent of America's toddlers have been immunized against serious childhood diseases. Just as important, vaccination levels are nearly the same for preschool children across racial and ethnic lines.

Our children are safer and healthier. But our work is far from done. Despite our progress, one million infants and toddlers are not fully immunized and too many children continue to fall victim to diseases that a simple immunization could have prevented. There is no excuse for that.

Low-income children, in particular, are far less likely to be immunized. In some urban areas, immunization rates are 20 percent below the national average. In Houston, for example, 63 percent of all low-income children are not fully vaccinated. In Los Angeles and Detroit, it's 66%. And we know areas with below average immunization rates are at greater risk of potentially deadly disease outbreaks such as what we saw with the measles epidemic in the late 80s.

Today, I am announcing two new steps to build on our record and meet this challenge. First, if we want to increase immunization rates among children at risk, we need to go where they do. 45 percent of infants and toddlers nationwide are being served by the Women, Infants and Children program. It is the single largest point of access to health care services for low-income preschool children who are at highest risk for low vaccination coverage. In fact, immunization rates for children in WIC is in some cases 20 percent lower than the rates for other children. When it comes to making sure all of our children are immunized, WIC is the place to start.

Today, I am directing WIC to conduct an immunization assessment of each and every child participating in the program—all five million of them. Each time a child comes in, their immunization status will be evaluated. Children who are behind schedule or who don't have immunization records will be referred to a local health care provider. I am calling on the CDC to provide WIC staff with the information they need to conduct immunization assessments accurately and efficiently. We know this works. WIC centers that have experimented with this approach have seen vaccination coverage increase by up to 40 percent in just a year.


Second, I am directing Secretary Shalala and Secretary Glickman to develop a national strategic plan to further improve immunization rates for children at risk. This would include steps to utilize new technology,

share best practices, and examine how we can enlist other federal programs serving children in the effort to help improve immunization rates.

But this is not a job of government alone. We need to work in partnership with other caring organizations if we're going to succeed. I want to commend the American Academy of Pediatrics for action it is launching today urging all of its members' to remind WIC eligible patients to bring their immunization records with them when they visit the WIC clinic. We need to keep working together. Our work won't be done until every child is safe from vaccine-preventable disease.

Dr. Jonas Salk, the father of polio vaccine, once said, "I feel that the greatest reward for doing is the opportunity to do more." I'm proud of all we've accomplished together. Now let's celebrate in the best possible way. Let's do more.

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 immunization.draft.2.doc	Name: immunization.draft.2.doc Type: Microsoft Word Document (application/msword) Encoding: BASE64 Description: Lotus Manuscript 1.0
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Subject: immunization draft

Date: Sun, 10 Dec 2000 17:29:29 -0500

From: Samir_Afridi@who.eop.gov

To: aedmonds1@home.com

2

Draft 12/10/00 5:30 pm
Sam Afridi

PRESIDENT WILLIAM J. CLINTON
REMARKS ON CHILD IMMUNIZATION
THE WHITE HOUSE
December 11, 2000

Sen - elect Hillary Clinton

Acknowledge: Rosalyn Carter, Betty Bumpers?the first person to open my eyes to the fact that even though we develop and produce the majority of vaccines, too few of our children were being vaccinated. Rosalyn and Betty have become so recognized as leaders on immunization that people joke every time they show up, kids start to cry because they know someone is going to get a shot. I also want to thank Secretary Shalala, Secretary Glickman, and the many leaders from health organizations here today for their leadership. Also, Hillary, who wanted to be here and has helped lead our efforts to improve and expand health care for our children.

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When I took office, I was determined to do all we could to expand opportunities and improve the quality of life for all our children. Boosting immunization rates was certainly a key. After all, if we want our children to have the best shot in life, we need to make sure they get their shots. Back in 1993, the challenge was clear. Almost two out of five children under the age of three had not been fully vaccinated. So with Hillary's leadership, we launched the Childhood Immunization Initiative to improve immunization services, make existing vaccines safer and more affordable, and increase immunization rates across our nation. We enacted the Vaccines for Children program to provide free vaccines to uninsured and under-insured children.

- Shalala

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immunized. In some urban areas, immunization rates are 20 percent below the national average. In Houston, for example, 63 percent of all low-income children are not fully vaccinated. In Los Angeles and Detroit, it's 66%. And we know areas with below average immunization rates are at greater risk of potentially deadly disease outbreaks such as what we saw with the measles epidemic in the late 80s.

Today, I am announcing two new steps to build on our record and meet this challenge. First, if we want to increase immunization rates among children at risk, we need to go where they do. The Women, Infants and Children program is the single largest point of access to health care services for low-income preschool children who are at highest risk for low vaccination coverage. 45 percent of infants and toddlers nationwide are being served by WIC and there is a high correlation between kids not up to speed on their immunization schedule and enrollment in WIC. In fact, immunization rates for children in WIC is in some cases 20 percent lower than the rates for other children. If we want to make sure all of our children are immunized, WIC is the place to start.

Today, I am directing WIC to conduct an immunization assessment of the five million children under five years of age who are participating in the program. Each time a child comes in, they will receive an evaluation about their immunization status. Children who are behind schedule or who don't have immunization records will be referred to a local health care provider. I am calling on the CDC to develop user-friendly materials to ensure that information on immunization schedules is easily accessible and understandable for WIC staff. Linking immunization services with WIC simply works. Centers that have experimented with this approach have seen vaccination coverage increase by up to 40 percent within just a year.

Second, I am directing Secretary Shalala and Secretary Glickman to develop a national strategic plan to further improve immunization rates for children at risk. This would include steps to utilize new technology, share best practices, and examine how we can utilize other federal programs serving children to help improve immunization rates.

Success takes a partnership of agencies and organizations working in together. I want to commend the American Academy of Pediatrics for new action it is launching today urging all of its members to remind WIC eligible patients to bring their immunization record with them when they visit the WIC clinic. We need to keep finding ways to work together because our work won't be done until every child is safe from vaccine-preventable disease.

But this is not a job for just alone. We need to work in partnership with other caring organizations.

Dr. Jonas Salk once said, "I feel that the greatest reward for doing is the opportunity to do more." I'm proud of all we've accomplished together. Now let's celebrate in the best possible way. Let's do more.

#

to develop & provide

Final 12/7/00 9:00am
Terry Edmonds

**PRESIDENT WILLIAM J. CLINTON
IMPROVING AIR TRAVEL FOR AMERICA
THE WHITE HOUSE
DECEMBER 7, 2000**

Acknowledgements: Thank you Keith Bellows for that gracious introduction; Secretary Slater; Administrator Garvey; John Cullinane; Sharon Patrick.

When Al Gore and I took office in 1993, we understood that a strong airline industry was essential to building a strong economy. But our airlines were in the midst of a dire economic crisis. That is why, in February of 1993, in my first trip outside the city of Washington, I met with airline leaders at a Boeing plant near Seattle. Out of that meeting was born the Baliles Commission, and a set of recommendations that have helped power the airline industry back to health.

Today, because of the actions we took and a booming economy, the airline industry is strong again. This progress is also due to the remarkable leadership of Secretary Slater, Administrator Garvey and the Vice President. Together, we have pursued a three-pronged approach to improve and promote aviation in America. First, we are taking steps to preserve and enhance domestic competition, so that Americans continue to reap the benefits of airline deregulation; second, we are opening foreign markets, so that U.S. airlines can compete internationally; and third, we are committed to improving the efficiency of our aviation infrastructure, particularly air traffic control, to keep pace with the phenomenal growth in air travel. That is what I want to talk about today.

Our aviation infrastructure is just as important to us today as the great railroads were in the 1800's -- or the interstate highway system was in the second half of the 20th century. Just as those advancements made us competitive in the economies of the 19th and 20th centuries, a modernized air traffic control system will help determine our ability to compete in the 21st century.

The fact is the FAA's 20-year effort to modernize its air traffic control technology has not kept pace with either the emergence of new technology or the growing demand for air travel. While we have made significant progress, as the horrendous flight delay statistics demonstrate, it has not been nearly enough.

This is no reflection on the leadership of the FAA or the dedication of its employees. They are as good as it gets. They operate the largest, busiest and safest air travel system in the world -- orchestrating 93,000 flights a day. That's more than one every second. They also oversee the safety of the entire system, which has a remarkable record.

Despite the extraordinary efforts of these talented people, the rapid growth in air travel is racing ahead of the limits of the FAA's aging infrastructure. Flight delays have increased more than 58 percent since 1995, cancellations by 68 percent. In addition to widespread passenger frustration and anger, these delays are costing airlines and passengers more than \$5 billion a year.

Part of the problem we now face is due to outdated technology. And we are working with Congress to speed up the upgrade of facilities and equipment at airports and air traffic control centers. But, a more fundamental problem is how the FAA operates. The FAA must be better structured to manage the high-tech, high-demand operations of a 21st century air traffic control system.

David Osborne, who popularized the phrase "reinventing government," sums up the problem in his new book, "The Reinventor's Fieldbook." In it he says, "Air traffic control is a massive, complex technology-intensive service business operating within a conventional U.S. government bureaucracy...It is like putting a Ferrari engine into a dump truck body and still expecting to win races."

We need to put the Ferrari engine of FAA excellence into a new, more streamlined, and efficient organizational body.

To accelerate our efforts to reduce passenger delays and improve air traffic control efficiency I am taking the following executive actions:

First, I am directing the FAA to create a performance-based organization – the Air Traffic Services Organization – to manage the operation of air traffic control. This semi-autonomous organization, located within the FAA, will have the incentives and tools needed to operate more effectively and efficiently.

Second, Secretary Slater is designating five outstanding business and management leaders for appointment to the Air Traffic Services Subcommittee. This group will function as a board of directors to oversee the management of the FAA's air traffic control organization and make sure it operates more efficiently. They are: Former United States Senator and Chairperson of the Subcommittee on Aviation, Nancy Kassebaum Baker; John Cullinane, president of the Cullinane Group and a pioneer in the computer software industry; Leon Lynch, international vice president for human affairs for the United Steelworkers of America; Sharon Patrick, president and chief operating officer of Martha Stewart Living Omnimedia, Inc; and John W. Snow, a former Department of Transportation administrator and current chairman, president and chief executive officer of CSX Corporation.

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the way air traffic control services are financed. We must move from a system financed by passenger taxes to one in which commercial users of the system pay the cost of the services they use.

The airline industry is at a crossroads. We can continue on the current course and continue to experience crowded airports, flight delays and passenger frustration. But if we act decisively now to improve our air traffic control infrastructure, we can ensure that air travel in the 21st century is the safest, most cost effective and efficient in the world.

Thank you.

Final 12/7/00 9:00am
Terry Edmonds

**PRESIDENT WILLIAM J. CLINTON
IMPROVING AIR TRAVEL FOR AMERICA
THE WHITE HOUSE
DECEMBER 7, 2000**

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