

You're drowning.

You begin to panic.

A hand reaches in
to save you.

It's black.

Is that a problem?

C i t i z e n s F o r R a c i a l H a r m o n y

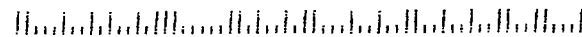
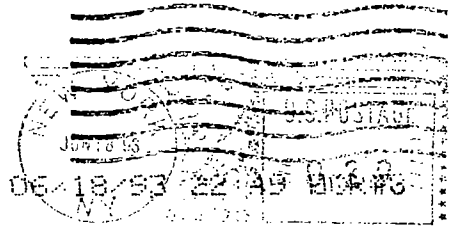
AD: Smith/Greenland

SMITH/GREENLAND INCORPORATED, ADVERTISING
555 WEST 57TH STREET, NEW YORK, N.Y. 10019

Hillary Rodham Clinton
P.O. Box 8086
Little Rock, AR 72203



NEW YORK NY 100 06/18/93 22:49 100#6



THE WHITE HOUSE

April 13, 1993

Mr. Leo Greenland
Chief Executive Officer
Smith/Greenland Incorporated
555 West 57th Street
New York, New York 10019

Dear Leo:

Thank you for your kind note and your offer of assistance.

The advertising copy promoting racial harmony which you enclosed is powerful and thought-provoking. You are to be commended for your efforts to foster a better understanding of the problems of bias and prejudice in our country. We need more people like you in the advertising business.

With best regards, I am

Sincerely yours,

Hillary
Hillary Rodham Clinton

*I have asked my staff to
call you to discuss your
letter further - thank you.*

*Send CC to Maggie + Melanne
+ 8 of his letter back
to me*

*w/ note asking how
we will put together advertising
team to learn*

MAR 1 1993

LEO GREENLAND, CHIEF EXECUTIVE OFFICER

1/28/93

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I run a highly creative advertising agency. When we are not selling our clients products we are into important social causes. I am enclosing our most recent pro bono campaign for Citizens For Racial Harmony.

If you need any assistance in the creative communication area my talent and team are yours.

With admiration

Leo

You're drowning.

You begin to panic.

A hand reaches in
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It's black.

Is that a problem?

Citizens For Racial Harmony

AD SmithGreenland

You have a tumor.

In your brain.

A specialist is
ready to operate.

He's black.

Is that a problem?

Citizens For Racial Harmony

AD: Smith/Greenland

Your son needs
a new kidney.

In 48 hours.

They found a donor.

He's white.

Is that a problem?

Citizens For Racial Harmony

AD: Smith/Greenland

THE MEDIA BUSINESS

Advertising

Stuart Elliott

Taking Posters to the Streets To Promote Racial Harmony

ONE ad agency's efforts to do well by doing good are assuming an unusual resonance in the wake of the violence over the Rodney King verdict.

Beginning tomorrow, posters that promote racial harmony are scheduled to be mounted on 250 telephone kiosks around the five boroughs of New York City. The pro bono campaign, by Smith/Greenland Inc., had been in the works since racial disturbances racked the Crown Heights section of Brooklyn last summer.

Of course, the campaign has taken on a fresh urgency after the rioting over last week's acquittal of four white Los Angeles policemen who had been on trial for beating Mr. King, a black motorist.

"That's what is sad," Doug Raboy, creative director at Smith/Greenland, said in an interview last week at the agency's office on the West Side of Manhattan. "There's always something going on that makes this timely."

As soon as Mr. Raboy, 28 years old, joined Smith/Greenland last month from DDB Needham New York, he began working on the campaign with Drew Greenland, an executive vice president there.

"This is for all of us who are losing patience with each other," said Mr. Greenland, 34, who is the son of Leo

Greenland, the agency's chairman and chief executive. "But we didn't want to put anything out unless it makes people think."

The posters were all produced in the same graphic format of contrasting black-and-white vertical columns. Two were printed with black text on a white background on the left, with white text on a black background on the right. On the third poster, the colors were reversed.

One says: "You have a tumor. In your brain. A specialist is ready to operate. He's black. Is that a problem?"

The second says: "You're drowning. You begin to panic. A hand reaches in to save you. It's black. Is that a problem?"

And the third says: "Your son needs a new kidney. In 48 hours. They found a donor. He's white. Is that a problem?"

Mr. Greenland estimated the value of the ad space on the kiosks at around \$200,000. Mr. Raboy said he and Mr. Greenland hoped to arrange for additional copies of the posters to be put up on walls, building facades and other sites around the city, in a guerrilla process known as sniping or wheat pasting, after the wheat paste used to affix the posters.

The posters were signed by Smith/Greenland on behalf of Citizens for

Racial Harmony, an advocacy group that, at the moment, has a membership of two: Mr. Greenland and Mr. Raboy.

"To go through an organization, you have to run through the bureaucracy," Mr. Greenland said in explaining why the pair preferred to operate independently rather than create a campaign for existing groups that battle prejudice.

Robert Sherman, executive director of the Increase the Peace Volunteer Corps in Brooklyn, an organization founded in January through the office of Mayor David N. Dinkins, reacted favorably to the advertising after it was described to him in a telephone interview.

"We have to support a host of public awareness campaigns," he said. "The problem is so severe, and so emotional, that we need multiple efforts against it."

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NATIONAL COUNCIL OF NEGRO WOMEN, INC.
FOUNDED 1935

Founder: Mary McLeod Bethune

President & CEO: Dorothy I. Height

**PHOTOCOPY
PRESERVATION**



DOROTHY I. HEIGHT
PRESIDENT & CEO
NATIONAL COUNCIL OF NEGRO WOMEN, INC.

NEW YORK
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NEW YORK, N.Y. 10017
(212) 687-5870

NATIONAL HEADQUARTERS
1001 G STREET, N.W., SUITE 800
WASHINGTON, D.C. 20001
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THE STRATEGY

As the National Council of Negro Women prepares for a transition to new leadership, we are looking ahead to the 21st century and assessing how we can utilize our nearly sixty years of leadership experience to best effect in improving the quality of life of African American women and their families and communities, we see ourselves concentrating less on providing direct service and more on preparing people for all levels of involvement in the life of their community.

The strategy we have devised to accomplish this consists of four elements:

- 1) New organizational initiatives;
- 2) Planning for transition in leadership;
- 3) A new national headquarters building in the nation's capital; and
- 4) A fund-raising campaign to make it possible to make the vision a reality.

A. ORGANIZATIONAL INITIATIVES: A NEW ORGANIZATIONAL MODEL

Through a long consensus building process, we have arrived at a new organizational and operations model. NCNW's operations will now fall into three principal areas:

- A. The National Centers for African American Women;**
- B. The Dorothy I. Height Leadership Institute; and**
- C. Headquarters Operations.**

1. THE NATIONAL CENTERS FOR AFRICAN AMERICAN WOMEN

The focal point of the NCNW of the future will be the **NATIONAL CENTERS FOR AFRICAN AMERICAN WOMEN (NCAAW)**. The NCAAW will be on the cutting edge of leadership, ideas, resources, services, communication, and education on issues of quality of life that affect women, their families, and their communities—and indeed ultimately the world community. The NCAAW will serve as a clearing house for all things pertaining to African American women and their families and communities. The four envisioned components of the NCAAW are:

BETHUNE PROGRAM CENTER

The Bethune Program Center's goal is to connect African American women and their families and resources with innovative ideas, creative strategies, and comprehensive programs designed to encourage effective efforts at the community state, and national levels. The Bethune Program Center will support and promote initiatives which address the many factors that place the African American family at risk. At the community level, NCNW will launch a 20-city initiative based on its community-based model of service that is in place in New Orleans and Jamaica, Queens. This social service model will not only provide an institutional presence of NCNW, but will bring together partners in the communities in support of effective delivery of service to the African American community. The Center will develop programs and advocate social policies that respond to the needs of African American women. Services will include technical

ORGANIZATIONAL INITIATIVES [CONTINUED]

assistance in the identification of issues and proven presentation and intervention strategies; building community support through outreach and coalition efforts; and designing short and long term approaches to increasing public understanding and awareness of needs of African American families.

INTERNATIONAL DEVELOPMENT CENTER

The International Development Center will be devoted to building coalitions between African and African American women to improve the quality of life for themselves and their families by working with grassroots women, women's groups, associations, and other formal and informal structures. The International Development Center will provide technical assistance for strengthening the institutional performance of these organizations in management and administration, program design and implementation, public policy analysis and accountability, training and staff development, fund-raising and resource development, and strategic/long-range planning.

ECONOMIC/ENTREPRENEURIAL DEVELOPMENT CENTER

The Economic/Entrepreneurial Center will be devoted to developing a national business development agenda for African American women. Through the creation of entrepreneurial opportunities and the advancement and expansion of women-owned businesses, the Economic/Entrepreneurial Center will promote the economic empowerment of African American women. Alliances will be established with women-owned businesses and corporate partners to connect African American women to industry trends and expertise, business technology and innovation, and "how to" resources and successful entrepreneurial models. The Economic and Entrepreneurial Center will become a national forum committed to the economic viability of our families and our communities.

RESEARCH, PUBLIC POLICY & TELECOMMUNICATIONS CENTER

The Research, Public Policy and Telecommunications Center will advance the mission of NCNW as an "information catalyst," developing and linking scholarship and policy on African American women to technological resources that will stimulate and facilitate research on issues important to the well-being of African American women and their families. The Research, Public Policy and Telecommunications Center will become the largest, most easily accessible database of information about African and African American women. Collaborative agreements will be sought with Spelman and Bennett Colleges—the two African American Women's colleges—and with Howard University's Moorland-Spingarn Research Library and the Library of Congress, two libraries with the largest holdings on African American women. In its critical role as catalyst, the Research, Public Policy and Telecommunications Center will both guide and support educational, advocacy, training and technical assistance activities of the national Centers. The Research, Public Policy and Telecommunications Center will conduct research and monitor policy and legislation for impact on African American women. Information will be disseminated through regular issues reports, profiles, reviews, and legislation alerts, and will be accessible through electronic mail, on-line databases, and other forms of telecommunications as the technology develops. These innovations can potentially be developed as revenue generating resources.

ORGANIZATIONAL INITIATIVES [CONTINUED]

2. DOROTHY I. HEIGHT LEADERSHIP INSTITUTE

Leadership development among African American women's organizations is recognized by most of NCNW's affiliate organizations as a need. Indeed, most utilize their own members as leadership trainers. However, most report that there is very little board and staff training of their national leaders. As a result many women serve on national boards without previous exposure to planning on a national level. Many of the most effective leaders have historically been women with "crossover" training as members of National YWCA and Girl Scouts Boards.

The mission of the Dorothy I. Height Leadership Institute will be to train and prepare a cadre of African American women for effective leadership, in groups and as individuals, for enhancement of the human condition of African American people in their many life arenas. The Leadership Institute will be a national vehicle for training, idea exchange and mobilization of national resources for grassroots results.

The Leadership Institute will provide training for women, youth and coalitions in community leadership and participation in civic affairs in three areas: public education, health, and families. Our four-pronged approach to building the Institute is ground-breaking. NCNW will begin to bridge the inter-generational class, leadership, and service gaps that have retarded formation of a unified agenda through:

- 1) NCNW Affiliate Academy;
- 2) Ten-City Program Initiative—ten cities with the highest density of African American population have been identified as sites for the Leadership Institute's grassroots programs:
 - Atlanta
 - Chicago
 - Dallas
 - Detroit
 - Jacksonville
 - Los Angeles
 - Newark
 - New Orleans
 - St. Louis
 - Washington, DC;
- 3) College Student Leadership Academy; and
- 4) Issue Seminars for Leaders (linked to a communication strategy).

The Leadership Institute will interact with the National Centers for African American Women by providing the leadership training and models required for each of the National Centers.



National Council of Negro Women, Inc.
Program Profile 1995

THE NATIONAL COUNCIL OF NEGRO WOMEN, INC.

Founded in 1935 by noted educator and human rights activist Mary McLeod Bethune, the National Council of Negro Women is the nation's broadest based organization of African American women. A non-profit voluntary service organization with 34 national affiliated constituency based organizations and 250 community based sections, NCNW has an outreach to over four million women.

THE MISSION

The mission of the National Council of Negro Women is to advance opportunities and the quality of life for African American women, their families and communities.

THE MESSAGE

Consistent with our founder's vision, NCNW serves as a national "organization of organizations" to extend the collective power and leadership of African American women.

THE METHOD

NCNW translates its philosophy into research, advocacy, public education, and national and community based services and programs in the U.S. and Africa.

NCNW GUIDING PRINCIPLES

- 1) Empower women so that they can be more effective as citizens, parents, and community leaders.
- 2) Improve the social and economic status of women.
- 3) Further the career advancement and lifetime earning power of women.
- 4) Train women and youth for community participation and leadership.
- 5) Sustain an educational awareness campaign against hunger and malnutrition.
- 6) Disseminate information about issues affecting the well-being of Black women and their families.
- 7) Prepare youth for the transition from school to work.
- 8) Provide pre-employment counseling job placement services for high school dropouts.
- 9) Redirect and assist teen mothers and pregnant teen and prepare them for parenthood and employment.
- 10) Provide substance abuse and dropout prevention programming for inner city and rural youth.
- 11) Promote activities for middle school students that enhance their understanding of science and mathematics.
- 12) Support child care and youth development.
- 13) Provide community-based support services as alternatives to detention for young women and young men.
- 14) Promote excellence in teaching through recognizing teachers who make a positive impact on African American children.
- 15) Conduct research and facilitate access to support programs most needed to help women and their families become self-sufficient.
- 16) Collect and maintain historic and contemporary information on the contributions of Black women to the development and progress of American society.
- 17) Build on the rich heritage, traditional values, coping skills and historic strengths of the Black Family through sponsoring Black Family Reunion Celebrations.
- 18) Foster and exchange of ideas through the publication of Sisters quarterly magazine.
- 19) Provide emergency relief to displaced persons in Africa.
- 20) Support and provide coordination for education, training and food production projects in Africa.
- 21) Support self-reliance at the community level through work with women's organizations in Africa.

NCNW ADDRESSES FAMILY ISSUES ON A NATIONAL LEVEL...

NCNW BLACK FAMILY REUNION CELEBRATIONS

Acclaimed as the most significant family movement in America, this multi-city mega event stresses the historic strengths and traditional values of the African American Family. NCNW's Black Family Reunion (BFR) Celebrations have been attracting more than one million attendees each year since 1986 and are during the summer months in Chicago, IL, Philadelphia, PA, Atlanta, GA, Cincinnati, OH, Los Angeles, CA, Memphis, TN and Washington, D.C.

BFR Celebrations aim to unify the community for constructive action in the face of national concerns impacting the African American family in education, health care, drug abuse, teen pregnancy and employability. Through corporate sponsorships, community based contributors, and minority vendors, these weekend outdoor events are offered free to the public.

BFR programming and activities are supported by hundreds of volunteers and community organizations, providing culturally sensitive educational information, workshops, exhibits, services, demonstrations and health screenings to support the African American community and the goals of the NCNW.

PROMOTES HEALTHY LIFESTYLES AND BEHAVIORS...

Recognizing that health promotion and community intervention are key to improving the health status of African American women and their families, NCNW's health programs respond to critical health issues and work to ensure the health of future generations.

WOMEN'S HEALTH INITIATIVE

NCNW's Women's Health Initiative was developed to address a broad spectrum of critical health issues facing women and their families and to provide NCNW affiliates and sections with technical assistance on effective women's health advocacy methods. Targeted health issues include: reproductive health, disease prevention, cancer awareness, maternal and child health, nutrition, domestic violence, substance abuse, and sexually transmitted diseases including HIV/AIDS. As part of this initiative NCNW tracks all legislative movements related to reproductive freedom and health care reform, and monitors research and debates on new reproductive and contraceptive technologies.

- **Reproductive Health**

Since 1991, NCNW has achieved public prominence as a major player both nationally and on the local level in reshaping the continuing debate on reproductive health to address the needs and concerns of African American women. NCNW has consistently worked to broaden the reproductive health debate beyond the single issue of abortion to address critical maternal and child health and family planning needs. In addition, NCNW has served as an advocate against coercive and punitive public policies with regard to the contraceptive Norplant. NCNW has provided NCNW affiliates and sections with *Action Alerts* on legislative issues, technical assistance, and training workshops at national and regional meetings. Media tours, press conferences, collaborative efforts, and workshops have insured NCNW's public education outreach on reproductive health issues is national in scope. NCNW's reproductive health activities are informed and strengthened by NCNW's collaboration with and membership in the following organizations and coalitions: Centers For Disease Control STD Partnership, Healthy Start Private Steering Committee, Campaign for Abortion and Reproductive Equity, Health Care - We Gotta Have It, The Campaign for Women's Health, and the Pro Choice Core Group.

- **National Taskforce on African American Women's Health**

Established in 1992, this taskforce is charged with developing and institutionalizing a comprehensive women's health initiative throughout NCNW's 34 national affiliated organizations, and 250 community based sections, and is comprised of thirteen member representatives of NCNW affiliates with expertise in women's health and outreach.

- **The HIV/STD Training and Technical Assistance Project (TTAP)**

Through a cooperative agreement with the Centers for Disease Control and Prevention, NCNW has established a national initiative to provide technical assistance and training to African American community-based organizations and to collaborate with public health agencies in the effective delivery of HIV/STD prevention services targeting African American women and their families. The TTAP program identifies, evaluates, and disseminates information on effective HIV/STD prevention strategies and successful program models designed for African American women at risk. Through the provision of training and technical assistance, TTAP strengthens the capacity of organizations and agencies that provide HIV/STD prevention services in order to insure that services are culturally relevant, feasible, and speak to the particular needs of African American women. Headquartered in Washington D.C., the NCNW HIV/STD Training and Technical Assistance Project (TTAP) currently operates in Chicago, Illinois and New Orleans, Louisiana.

- **Publications**

NCNW's varied publications on reproductive health have achieved national acclaim, and include: the unprecedented *1991-1992 Women of Color Reproductive Health Poll*, a research survey on the attitudes and behaviors of women of color regarding family planning and reproductive health; *Toward a Healthier Nation: A Reproductive Health Care Agenda*, a 1993 booklet developed through the five-member Collaborative Project on State Reproductive Health Policy and which profiles the current status of U.S. reproductive health care and proposes reforms to improve it; and the 1994 *Communications Kit*, developed in collaboration with the National Women's Law Center, which contains results of original focus group research on guaranteeing women's full reproductive health services in health care reform. In 1993, responding to the growing incidence of diet related disease and fatality among African Americans, NCNW developed and published a *National Directory of African American Health Programs* to inform our constituents of accessible and culturally sensitive nutritional counseling services.

ADVOCATES FOR CONSUMERS...

CONSUMER EDUCATION INITIATIVE

Responding to the need to increase awareness of consumer issues within the African American community, NCNW has developed a consumer education initiative targeting the issues of safe self-medication and financial planning. With funding from the Nonprescription Drug Manufacturers Association, NCNW has developed a brochure on how to safely use over-the-counter medications entitled *Healthy Living and Safe Self-Medication Tips for African American Women and their Families*. A series of workshops on the safe use of over-the counter (OTC) drugs is currently being designed and is scheduled for early 1995. Complementing these efforts, NCNW, with the cooperation of American Express, has been and is continuing to distribute useful financial planning information to NCNW affiliates and sections on issues of obtaining and managing credit, comparing interest rates, and teaching your children about money management. NCNW has collaborated on revisions to the American Express brochure on *Women's Credit Rights*, which continues to be disseminated across the nation.

FOSTERS EXCELLENCE AND EQUITY IN EDUCATION...

NCNW education programs are designed to raise the awareness and increase involvement of African American parents, educators, and community leaders in meeting the critical educational needs of African American women and youth. Key to its program thrust is equity in opportunity, in access, and in quality resources.

EXCELLENCE IN TEACHING AWARD PROGRAM (EIT)

The Excellence in Teaching Award program recognizes exceptional public school teachers of African American students who are living the philosophy and legacy of NCNW's Founder, the renowned educator, Mary McLeod Bethune. The EIT program pays tribute to the crucial role that teachers play in a child's development, underscores the value of excellence in this field, promotes advancement of educational opportunity for African American students, and highlights the teaching profession as a viable and prestigious career option for African American youth. Seven regional winners and one national winner are selected from nominations solicited from throughout the NCNW constituency and are recognized in ceremonies planned in conjunction with NCNW Black Family Reunion Celebrations. Funded by Shell Oil Company, the EIT award ceremonies build on NCNW's commitment to generate greater public awareness and appreciation of excellence in teaching.

EDUCATION 2000

ED 2000 emphasizes the importance of parent/family involvement in the learning process, strong math and science and technological skills, and the importance of helping children make critical educational choices for long range career planning and opportunities. Since its inception in 1988, ED 2000 program has directly served more than 500 youth in grades 4 through 8, providing tutoring and hands on activities to reduce academic deficiencies, improve math and technical skills, develop positive futuristic thinking, and good study habits. ED 2000 provides a valuable forum for educators and community leaders to enhance their roles as partners in the education of children.

NCNW COMMISSION ON EDUCATION

The NCNW Commission on Education provides guidance to the NCNW's educational initiatives and serves as an advisory board to the NCNW Board of Directors on policy issues related to education. The Commission also serves as the judging panel for the NCNW Excellence in Teaching Program.

SERVES YOUTH IN OUR COMMUNITY...

NCNW's ongoing work with youth focuses on developing coping skills in today's urban cities and providing leadership opportunities for youth to participate in the community. NCNW programs involve family, community members, and African American professional organizations in providing guidance and training to help African American youth face the challenges that confront them and achieve their personal, academic, and professional goals.

FANNIE LOU HAMER DAY CARE CENTER

NCNW's commitment to quality child care and community based family support systems is illustrated through its creation of the Fannie Lou Hamer Day Care Center in Ruleville, Mississippi. This program helps working families and helps families work by providing a safe, stimulating, and educational environment for pre-school aged children.

OPERATION SISTERS AND BROTHERS UNITED (OSBU)

Operation Sisters United was founded in 1972 as a Washington D.C. community-based program of personal counseling and self help for girls and young women ages 8 to 21 years old. Originally designed to help female youth at risk of delinquency and incarceration through "big sister" counseling and mentoring, the project has expanded through the years to address substance abuse and disease prevention, provide academic tutoring,

resources on career development, good nutrition and healthy habits, as well as counseling on safe and responsible sexual expression. Working with a "peer proof" program model, adapted from National Potomac Area Campfire, Inc., OSBU has been accredited by the D.C. Board of Education for implementation throughout the Metropolitan Area. Two years ago, Operation Sisters United expanded its services to include males in a peer counselor training and outreach program in five D.C. public schools. Recipient of several local awards and tremendous media attention, OSBU continues to identify high risk youth and to stress prevention and wellness in its comprehensive mentoring services within the school system and in neighborhood after school educational enrichment programs for urban youth. In 1992, the D.C. OSBU program was selected by the National Association of State Boards of Education for a feature profile in their booklet on the challenges to and strengths of urban youth, entitled "i wish." Today NCNW OSBU programs operate in Washington D.C. and in Oakland, California.

ON-THE-JOB-TRAINING PROGRAM

Responding to the employment needs of youth, NCNW developed OJTP as a collaboration between businesses, corporations, community and educational agencies, and private industry designed to help youth obtain job skills and meaningful employment through on-the-job training. Founded in 1982, OJTP provides an array of services including orientation, learning assessment, individual and group counseling, and referrals to other support services. Located in the Bedford-Stuyvesant area of Brooklyn, New York, OJTP serves young adults ages 17-21 of all ethnic backgrounds from the boroughs of Brooklyn, Queens, and Manhattan.

HONORS AND ASSISTS OUR ELDERS...

Over 90 of NCNW's 250 Sections are involved in providing services to seniors in their community. In addition to these volunteer run programs, NCNW sponsors two newly funded eldercare programs that put NCNW in the forefront in promoting awareness of the needs and concerns of elderly at risk.

NATIONAL ELDERCARE INSTITUTE ON OLDER WOMEN (NEIOW)

The NEIOW brings together 49 national aging and women's organizations to collaborate on meeting the special needs of low income and minority older women. Begun in 1991, NEIOW provides information, resources, and technical assistance on issues and concerns of older women at risk, identifies and distributes best practice models of service provision, and convenes symposia and conferences to facilitate the exchange of information and ideas on the issues of older women. Funded by the Administration on Aging (AOA), NEIOW is a direct response to a call for the involvement and action of voluntary organizations in the National Eldercare Campaign. Briefing papers on income security, health care, coalition building, and caregiving have been published by NEIOW.

HONOR OUR NEIGHBORHOODS OLDER RESIDENTS PROGRAM (HONOR)

The HONOR program develops senior-to-senior volunteer support networks which both promote community awareness of the needs of the elderly and provide services to elderly who need assistance. HONOR provides volunteer opportunities for able bodied elders and valuable personal assistance and information referral for seniors in need. Some of the services provided through the HONOR Program include: information listings of services for the elderly, help with social security and entitlement applications, holiday companionship, transportation, telephone reassurances, shopping, and Medicaid/Medicare referral. NCNW HONOR programs operate in Gulfport and Mound Bayou, MS, Dekalb County and Atlanta, GA, New Orleans, LA and New York, NY.

PROMOTES ENTREPRENEURSHIP...

TRANSIT INDUSTRY BUSINESS OPPORTUNITIES FOR WOMEN

Designed to assist women business owners and potential women business owners in the start-up, expansion, or diversification of their work, this program provides women with information on financial assistance, contracting and subcontracting opportunities available through the Federal Transit Administration.

SERVES RURAL COMMUNITIES...

RURAL TRANSPORTATION SYSTEMS AND THEIR IMPACT ON HEALTH CARE SERVICE DELIVERY

Under a cooperative agreement with the Federal Transit Administration (FTA), NCNW is conducting a study/assessment of rural transportation needs to determine the impact upon the delivery of health care services in rural areas of Alabama, Georgia, Louisiana, and Mississippi. This project demonstrates NCNW's commitment to improving the health status and well being of rural families.

MAKES A DIFFERENCE AROUND THE GLOBE...

INTERNATIONAL DIVISION (NCNW/ID)

Building upon its work to improve the condition of women throughout the United States, NCNW's International Division (NCNW/ID) has, since 1975, formally conducted development-related activities in Africa. By **TWINNING** with women's organizations throughout Africa and collaborating with government agencies and non-governmental organizations, NCNW has undertaken successful projects designed to improve the socio-economic conditions of women internationally, and particularly in Africa. Targeted issues of concern include economic development, agricultural management, childhood development, gender and diversity training, and institutional and community development. Through its field offices in Dakar, Senegal, Harare, Zimbabwe, and Cairo, Egypt, NCNW/ID has worked with local and international organizations to improve the conditions of women and their families in Togo, Angola, Kenya, Senegal, Botswana, Lesotho, Zimbabwe, Mozambique, Southern Africa, and Egypt. NCNW programs are designed to be compatible with local culture, needs, priorities and resources to ensure sustainable long-term human development.

DOCUMENTS AND PRESERVES OUR HERITAGE...

Inherent in the development and publication of NCNW Cookbooks is the opportunity to provide training of constituents in the area of marketing and sales and to utilize the cookbooks as a fundraising tool to undergird the programs and services of the national organization, its affiliates, and community based Sections.

BLACK FAMILY REUNION COOKBOOK

Published late in 1991, the Black Family Reunion Cookbook documents and preserves the history of diverse African American food experience through recipes and personal "Food Memories"™ collected by the staff and membership of NCNW. Containing recipes ranging from "Soups/Stews/Gumbos" to "Homemade Desserts", the BFR Cookbook also contains an ethnic food glossary and stories describing the historic importance of mealtime for the Black Family.

BLACK FAMILY DINNER QUILT COOKBOOK

Released in 1992, the Black Family Dinner Quilt Cookbook continues in the tradition of its predecessor by featuring both a wide selection of delicious recipes and "Food Memories"™ from noted African American community leaders who recall special mealtimes with Dorothy I. Height, President and CEO of NCNW. The Dinner Quilt Cookbook, however, is shaped by NCNW's nutrition initiative and emphasizes low salt, low fat, and low cholesterol recipes that maintain the taste and flavor of traditional African American cooking. The cookbook also features an array of African American quilts, which, in combination with the recipes, deepen this homage to the contribution and creativity of African American women.

CELEBRATING OUR MOTHERS' KITCHENS

Making its debut in 1994, Celebrating Our Mothers' Kitchens was designed to celebrate the heritage and culture of the African American food experience, this 1994 cookbook features more than 200 easy to prepare ethnic recipes and dozens of "Mother Memories"™ submitted by NCNW members, celebrity "women of distinction", and noted African American Chefs. These pearls of wisdom document traditional African American family values and beliefs and fond recollections of down home cooking.

AND PLANS FOR A BRIGHTER TOMORROW...

As we move toward the next century, NCNW's President and CEO renowned humanitarian Dr. Dorothy I. Height, has called for the establishment of a national institution in Washington, D.C. to serve the vital needs of African American women and their families for generations to come.

THE NATIONAL CENTERS FOR AFRICAN AMERICAN WOMEN

A "nerve center" for idea exchange and action to be built by African American Women's organizations for African American women and their families, the proposed NCAAW will provide a crucial link to leadership, ideas, resources, services, communication and education on important quality of life issues for African American women. The Center will be an expansion of the national headquarters of the National Council of Negro Women and will serve the NCNW affiliated organizations, our broad based constituencies, and will contain six service components: The Dorothy I. Height Leadership Institute; Research, Advocacy and Policy Center; The Bethune Program Center; International Development Center; Economic Development Center; and Membership and Constituent Services (Headquarters Functions).

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NCNW NATIONAL AFFILIATE ORGANIZATIONS

Ad Hoc Labor Committee · Alpha Kappa Alpha Sorority · Auxiliary, National Medical Association · Chi Eta Phi Sorority · Continental Societies · Delta Sigma Theta Sorority · Eta Phi Beta Sorority · Gamma Phi Delta Sorority · Grand Temple Daughters of Elks · Iota Phi Lambda Sorority · Ladies Auxiliary, Knights of Peter Claver · Ladies Auxiliary, National Dental Association · Lambda Kappa Mu Sorority · Las Amigas, Inc. · National Association of Fashion & Accessory Designers, Inc. · National Association of Negro Business & Professional Women · National Association of University Women · National Sorority of Phi Delta Kappa · National Women of Achievement · Pi Omicron Rho Omega Sorority · SCLC Women · Sigma Gamma Rho Sorority · Supreme Grand Chapter, Order of Eastern Star · Tau Gamma Delta Sorority · The Chums, Inc. · The Women's Convention, Auxiliary to the National Baptist Convention · Top Ladies of Distinction · Trade Union Women of African Heritage · Twinks Social and Civil Club, Inc. · Women's Home and Overseas Missionary Society · AME Zion Church · Women's Lawyers Division, National Bar Association · Women's Missionary Council, AME Church · Women's Missionary Council, CME Church · Zeta Phi Beta Sorority

THE NATIONAL COUNCIL OF NEGRO WOMEN, INC.

*F*ounded in 1935 by noted educator and human rights activist Mary McLeod Bethune, the National Council of Negro Women, Inc. (NCNW) serves as a national organization of organizations to advance opportunities and improve the quality of life for African American women and their families. A non-profit membership organization with 34 national African American women's affiliate organizations, and 250 community based sections in 42 states, NCNW has an outreach to over four million women.

NCNW conducts public education, advocacy, research, and national and community-based services and programs in the U.S. and in African countries.

FOUNDER: Mary McLeod Bethune

PRESIDENT: Dorothy I. Height

15TH STORY of Level 1 printed in FULL format.

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Who's Who Among Black Americans

June, 1994; 'Eighth Edition'

LENGTH: 191 words

NAME: Dorothy I. Height

PERSONAL:

Born March 24, 1912, in Richmond, Virginia, United States.

OCCUPATION: Association executive

ADDRESSES: BUSINESS ADDRESS: President, Natl Council of Negro Women, 1211 Connecticut Ave, Washington, District of Columbia 20036-2701, United States.

EDUCATION: NY Univ, MA; Attended, NY Sch of Social Work.

CAREER:

New York City Welfare Dept, caseworker 1934; Young Women's Christian Assn, dir Ctr for Racial Justice; Natl Council of Negro Women Inc, natl pres 1957-.

MEMBERSHIPS:

Served on numerous commns bds including NY State Social Welfare Bd 1958-68; US Dept of Def Adv Com on Women 1952-55; ARC bd govs 1964-70; past pres Delta Sigma Theta Sor 1947-58; pres's comm for Employment of the Handicapped; mem ad hoc comm Public Welfare Dept Hlth Educ & Welfare; consult African Affairs to Sec State; mem women's comm Office Emergency Planning Pres's Comm on Status of Women; pres's comm for Equal Employment Oppor; bd dir CARE; Comm Rel Serv; bd govs ARC; natl bd YWCA; dir YMCA Ctr for Racial Justice; currently holds bd mem with 15 orgns.

AWARDS:

Written numerous articles; rec'd 14 awds including Disting Service Awd Natl Conf on Social Welfare 1971.

LANGUAGE: ENGLISH

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THE NATIONAL COUNCIL
OF
NEGRO WOMEN



FUND FOR THE FUTURE

CAMPAIGN PROSPECTUS

Mary McLeod Bethune
Founder

Dorothy I. Height
President & CEO

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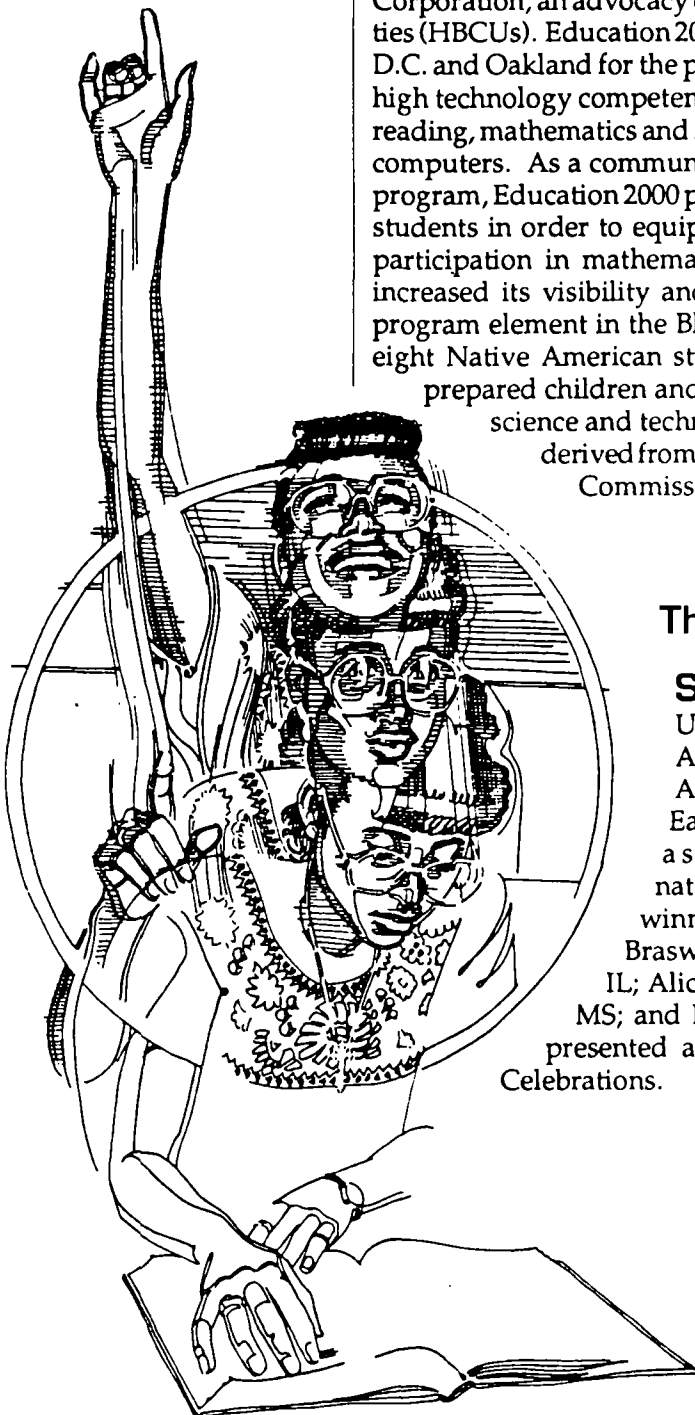
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► OFFERING EDUCATIONAL OPPORTUNITIES AND RECOGNIZING EXCELLENCE IN TEACHING

Education 2000

Education 2000, a community-based math and science enrichment program for youths in grades four through eight, was conducted by a consortium of three community-based organizations: NCNW; the Northwest Settlement House, a Washington, DC based family service organization; and the Black College Development Corporation, an advocacy organization for Historically Black Colleges and Universities (HBCUs). Education 2000 operates in New York, Detroit, Cleveland, Washington, D.C. and Oakland for the purpose of preparing minority children for work requiring high technology competency in the 21st century. Programming features tutorials in reading, mathematics and science, and instruction in programming and using microcomputers. As a community based educational enrichment and academic support program, Education 2000 provides resources, direction and support to middle school students in order to equip, inspire, challenge and motivate them to increase their participation in mathematics, science and technology. In 1990, Education 2000 increased its visibility and volunteer base in six U.S. cities by participating as a program element in the Black Family Reunion Celebration. One hundred twenty-eight Native American students were successfully recruited in the program that prepared children and their parents for work in a society increasingly based in science and technology. Education 2000 is made possible through a grant derived from an agreement between the Equal Employment Opportunity Commission (EEOC) and the Ford Motor Company.



The Excellence In Teaching Awards

Six of the most inspirational and effective teachers in the United States were recipients of the "Excellence in Teaching Award" sponsored by NCNW and Shell Oil Company. Awardees were selected from nominees across the country. Each is an outstanding example of teachers who have made a strong, positive impact on African American children. The national winner was Leon Rouson of Durham, NC. Regional winners included: Enid G. Sargeant, Hampden, CT; Patricia Braswell, Upper Marlboro, MD; JoAnne Stovall Gray, Chicago, IL; Alice Garrett, Raleigh, NC; Sherry Green-Fisher, Vicksburg, MS; and Ruby Dee Holloway, Albuquerque, NM. Awards were presented at each of the six regional 1990 Black Family Reunion Celebrations.

NCNW EDUCATION 2000: PROGRAM CONCEPT

The National Council of Negro Women (NCNW), throughout its 56 year history, has always stressed the importance of education. The founder, Mary McLeod Bethune, an educator, stated in her last will and testament "I LEAVE YOU A THIRST FOR EDUCATION." This part of the legacy challenges every individual member of its 230 community based Sections and members of its 33 National Affiliates to find ways to help in the education of our young people.

The "**EDUCATION 2000**" program represents one of the ways in which the National Council of Negro Women is meeting that challenge. This program is designed to raise the awareness and involvement of African American parents, educators, and community leaders in meeting the critical educational needs of African American children for the 21st Century.

Conducted through a series of workshops, training, mentoring and tutoring sessions, the project emphasizes the importance of parent/family involvement in the learning process, the need for mathematics, science and technology, and the importance of helping children make critical educational choices for long-range career planning and opportunities. While the educational activities vary from site to site, recruitment techniques and teacher, parent, and volunteer training are consistent throughout all phases of "**EDUCATION 2000**" and at each program site.

OVERALL OBJECTIVES OF THE PROGRAM:

- To provide counseling, assessment, and tutoring focused on reducing academic deficiencies;
- To assist students in developing futuristic thinking and in adopting good study habits;
- To utilize volunteers from educational and high technology and science occupations as role models, mentors, tutors and counselors;
- To provide a peer support system which helps students achieve academic success in mathematics and science and serves as an alternative to negative influences;
- To provide a forum for educators and community leaders to enhance their roles as partners in the education of children; and,
- To provide a literary training program for parents who will serve as their children's first teacher; and,
- To offer an intensive mathematics, science, and high technology campus experience through a Summer Camp Retreat.

A Proposal for a Parent/Family Leadership Corps (PLC)

What is Being Proposed

The National Council of Negro Women, Inc. with community based Sections across the country, and the Quality Education for Minorities (QEM) Network are proposing to form a partnership to develop a Parent/Family Leadership Corps (PLC). At each participating NCNW site, 40 parents will become part of the PLC and will be linked to the NCNW Sections and affiliates through programs and activities. At least five NCNW Sections will participate to ensure a minimum of 200 PLC members. Other minority organizations will be encouraged to cooperate.

The purpose of this Corps is to provide participating parents/families with the broadly-based education and leadership development skills, including media training, necessary to serve as knowledgeable spokespersons in their local communities for quality education for minority children and youth. The project will also expand the role of local organizations and institutions in promoting quality education, including community based organization, churches, fraternities, and sororities.

Needs Addressed By This Proposal

The Corps is designed to address the absence of a significant number of minority parent/family spokespersons who can: (1) speak out effectively on education reform issues at the local level specifically address the implications of reform proposals for the quality of education received by low-income and minority youth; and (2) be supporters/trainers of other parents/families. The Corps will also focus on further developing the leadership roles of community-based organizations in education reform.

Issues to be Addressed

National educational issues to be discussed include

- National Education Goals and America 2000
- National Standards for Education
- Changing Demographics and Job Market Requirements
- National Standards for Teaching
- Federal, State, and Local Funding of Education and Allocation of Resources
- Standardized Tests and National Testing
- Minorities in Teaching
- Multicultural Education
- Tracking and Ability Grouping
- Other Issues at the K-12 Level
- Literacy

Local and State educational issues to be discussed include:

- Helping Parents Understand the Importance of Education
- Increasing Parental Involvement in the Education of their Children
- Increasing Opportunities for Parents to Become Involved in Schools
- Use of Technology in the Classroom
- Out-of-School Academic Enrichment Opportunities
- Parent Members as Mentors
- Site-Based Management/ Local Coordinating Councils
- Local Funding for Education
- Operation of the Schools and School Systems

Strategy and PLC Activities

Participating minority parents/family members will receive training to enable them to support and train other parents/families in their respective communities. This will include leading community forums and town meeting for their peers. The Corps and NCNW Sections will enhance the leadership roles in education reform of community-based organizations through such activities as parent/family networks, producing newsletters, developing community resource centers, and other community outreach projects.

The National Council of Negro Women, Inc.

Program Profile: Operations Sisters and Brothers United

Operation Sisters United was founded in 1972 as a Washington D.C. community based program of personal counseling and self help for girls and young women ages 8 to 21 years old. Originally designed to help female youth at risk of delinquency and incarceration through "big sister" counseling and mentoring, the project has expanded through the years to address substance abuse and disease prevention, provide academic tutoring, resources on career development, good nutrition and healthy habits, as well as counseling on safe and responsible sexual expression. Five years ago, under the U.S. Action Agency and Office for Substance Abuse Prevention, the program expanded its services to include males. Now titled Operation Sisters and Brothers United, OSBU serves as a support system to inner city public schools where they operate a "Peer Proof" program to help teens lead productive and healthy lives. Targeted for several local awards and the recipient of tremendous media attention and praise, OSBU continues to identify youth at risk and to stress prevention and wellness in its comprehensive mentoring services in the school and neighborhood. Today, Operation Sisters and Brothers United programs operate in Washington D.C. and Oakland, California.

► PREPARING FOR THE WORK FORCE

On-The-Job Training Program

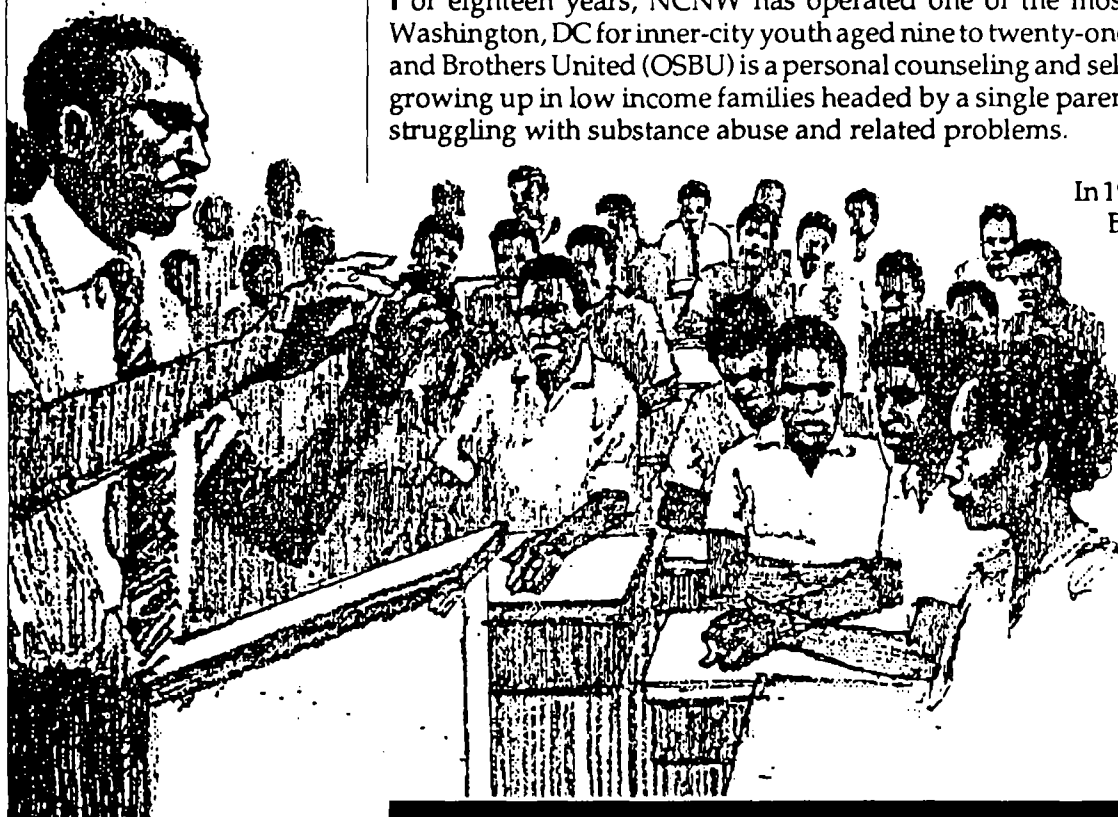
Youth without skills face a difficult and unproductive future. The NCNW On-The-Job Training Program (OJT) in the Bedford Stuyvesant section of Brooklyn, New York offers basic education and occupational skills training to high school drop-outs aged seventeen to twenty-one years. Participants are public assistance recipients, foster care children or teen parents. Designed to meet the needs of its participants, the On-The-Job-Training Program provides individual and group counseling to build self-esteem, basic work values and prepare participants for the General Equivalency Diploma (GED). In 1990, forty-three young men and women received training through OJT's two, eighteen week training cycles. Twenty-seven of the participants were placed in employment through OJT and eight received their GED. Occupational skills are developed through the Classroom Training Component which includes microcomputer and data entry training with focus on medical or business applications. NCNW On-The-Job Training is made possible through a performance based contract funded by the New York City Department of Employment.

► ASSISTING YOUTH AT RISK

Operation Sisters and Brothers United

For eighteen years, NCNW has operated one of the most effective programs in Washington, DC for inner-city youth aged nine to twenty-one years. Operation Sisters and Brothers United (OSBU) is a personal counseling and self-help program for youth growing up in low income families headed by a single parent. Many are homeless or struggling with substance abuse and related problems.

In 1990, Operation Sisters and Brothers United received a five year grant from the Office for Substance Abuse Prevention (OSAP) to achieve the following objectives:



(1) to decrease the incidence and prevalence of drug and alcohol use among youth at risk and (2) to reduce the risk factors leading to alcohol and drug use among the targeted population.

Fifty youth participated in drug abuse and drop-out prevention programming last year at the OSBU center and another two hundred through D.C. area schools. Students from Barnard and Brightwood Elementary Schools, Paul Jr. High School, and Dunbar Sr. High School were taught to identify types of negative peer behavior, and to "say no" to drug and alcohol use. Fifteen High School students participated in weekly business workshops on resume writing, effective job interviewing techniques, information on the D.C. area business community, and developing a business.

Operation Sisters and Brothers United also provided academic support and personalized counseling services to thirty-five youth through Education 2000. Students were assigned tutors and counselors provided by Howard University and the University of the District of Columbia. In addition to academic assistance, participants were helped to develop communication skills, family problem solving techniques, resolve conflict, develop values, adjust to family roles, and improve family life.

Former Secretary of Labor Elizabeth Dole, a recipient of the 1990 Front Runner Humanitarian Award, designated her award of \$10,000 to OSBU for outstanding service to youth at risk in the Washington D.C. community. In August, Senator Robert Dole hosted a lunch in his office for program participants and guided his guests on a tour of the Senate floor.

NCNW of Greater New York

The Jamaica East/West-Rockaway Adolescent Pregnancy Prevention Project, under the auspices of NCNW of Greater New York, is a collaboration of organizations and agencies that provide primary and secondary prevention services to pregnant and parenting teens in Jamaica, Queens, and Rockaway. Funded by the New York State Department of Social Services, Office of Teenage Pregnancy, the project has served over 250 youth offering support services in counseling, housing, educational services and limited health services.

Operation Sisters and Brothers United (OSBU) is a personal counseling and self-help program for youth growing up in low income families headed by a single parent.

File
NAACP

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

July 13, 1995

REMARKS BY THE FIRST LADY
AT NAACP ANNUAL ANNIVERSARY CONVENTION

MRS. CLINTON: Thank you, thank you. I was privileged in the past to attend an NAACP convention. I was privileged to attend regional and state meetings, and I see some of my friends from Arkansas and from that region here. And I have always told everyone that the organ at an NAACP convention makes it better than any gathering you'll find anywhere in the country. (Applause.)

Because, in a sense, it is a revival, isn't it? And it needs to be a revival, doesn't it? You've already heard from two exceptional leaders. I want to thank my friend, my doctor, the nation's doctor -- (applause) -- and to say to Dr. Foster that we saw, in the last few months, a real profile in courage. (Applause.) And we saw an extreme minority defeat the will of the majority.

But you didn't lose, and as you go forth with your message and continue to prescribe for all of us, more and more Americans will realize what they lost because of your defeat. (Applause.) But I know you will not desert this patient. America needs your healing hands and mind, and we are grateful for your involvement. I want to thank Merilee (phonetic) not only for that gracious introduction -- I don't know what you would have said if you hadn't been winging it; that was incredible -- (laughter) -- but I also want to congratulate all of you; congratulate your board and the membership of this organization for your wise selection of Merilee as your board chairman. (Applause.)

She is, as you know so well, a woman of extraordinary talent and integrity. As a young black woman who works in the White House said to me, she is a real shero. (Applause.) And we need, today more than ever, sheroes and heroes for all of us. And I am grateful for your leadership. I was thinking, as I listened to Dr. Foster and to Merilee, that wonderful line from Dr. Howard Thurman, who many of you know of: this is our season to reclaim our hopes.

And it is our season. It is often when night looks darkest, it is often before the fever breaks that one senses the gathering momentum for change; when one feels that resurrection of hope in the midst of despair and apathy. But it can only come to light if we nurture it; if we claim it as our own. This organization, for 86 years, has stood for hope in a lot tougher times than we live in now. (Applause.)

Yet sometimes it takes adversaries and opposition to bring

out the best in us, doesn't it? Sometimes we all get a little tired. We all just kind of want to go tend our own gardens. We all just want to turn our backs on all those problems that we've worked our way out of and been able to get beyond. But then all of a sudden we realize that we are all part of this country together. There is no "them" in America, there is only us, and we have to be part of solving our problems. (Applause.)

I want to express the regrets of my husband, the President. He has, as you may have read in the paper, been dealing with the budget on a minute-by-minute basis, trying to determine what is going to come out of these deliberations; and sending very strong signals as he did the day before yesterday -- that what was done to the budget with respect to human services and employment and education was unacceptable and would be vetoed if it came to his desk. (Applause.)

He also took on the enormous responsibility, which he believed was right, to bring to and end, once and for all, with the hope that God's blessings will rain down upon all who suffered the Viet Nam War, and put it behind us as a nation, so that we can move forward. (Applause.) And then yesterday, he gave a speech that he has been giving in bits and pieces, but put altogether -- the religious freedom speech.

It is one of the most important statements of his presidency, because we have to prevent the kind of extremist, alarmist rhetoric that is too often used to inflame people, rather than inform them. (Applause.) And we have to, as the President said yesterday, recognize the legitimate right of people to exercise religion both privately and publicly in America. And we have to instruct those in authority, particularly in our schools, what is appropriate and what is not.

The President was tired of being pulled aside by people at church or when he went to visit somewhere, saying, you know what happened in my school -- some children were trying to say grace at lunch and they were told they couldn't; or do you know what happened in a school that a friend of mine teaches in -- a young man who was reading the Bible in the cafeteria or in the library was told he couldn't. What nonsense. That is not what the First Amendment is about.

And what the President said loudly and clearly yesterday is, we don't need a Constitutional amendment; we just need to reinject some good common sense so that we let our people practice their religion. (Applause.) And today the President is in Washington, holding a long-scheduled meeting with President Soglo of Benin, West Africa. Benin, as many of you who follow events in Africa know, is making a successful transition to democracy.

And this meeting highlights American support of this leader and his efforts to move toward democracy; and underscores the relationship between our two countries in trying to promote peace in Liberia and democracy in Nigeria. Africa is an important part of the President's concerns in the world. He hosted the first ever White House Conference on Africa. And he and the Vice President actively participated.

It is very important for the United States to remain engaged

in that great continent. And the President is in the White House today, working on that. (Applause.) So although he was not able to attend, I am delighted that I got to. (Applause.) I never consider myself a replacement for my husband, but I do know that there isn't anyone who can replace me, with respect to my admiration for this organization and what it has stood for. So it is I who feel privileged to be part of this anniversary annual convention. (Applause.)

You know, as Dr. Foster said, when one re-reads modern American history, the role that the NAACP will stand right up there at the top of the important efforts that made America freer and more just. You have been America's vigilant, peaceful warrior for racial justice. Even though we still have a long way to go, I shudder to think where we would be today without the brilliant legal and political and moral leadership of the NAACP. (Applause.)

I am delighted to see with us today Dr. Benjamin Hooks and Mrs. Hooks. (Applause.) The leadership of this organization has made it possible for this nation continually to face its problems. You have been steadfast in holding our feet to the fire, the fire of reality, the fire of truth. You have made it possible for this nation to advance, with respect to racial relations. And for that, whether they know it or not, every American owes a debt of gratitude to the NAACP. (Applause.)

But now we have to go forward, don't we? Now we have to think through, what is the strategy as we move toward a new century. We meet here at a time of unprecedented challenge. When historians look back on this era, they will see a time of great change and transition. Whether one calls it the end of the post-World War II era, the end of the post-Industrial Age, we know that we are going through rather significant changes here at home and around the world.

We see the effects of the new global economy, in which jobs and capital and technology and ideas move across borders at lightening speeds. Yes, that holds out extraordinary promise. But it also holds out great question, and for many, threats and anxiety. Because this new economy puts tremendous pressures on our families, our communities, our values. People worry that they will not be able to give the same opportunities they enjoyed to their children.

They worry because they see it every day, that they will lose a job and not find one that pays anywhere near what they were making before. They know that families every day are being downsized out of the middle class. They know that families every day are losing benefits to health care, to pensions, to other necessities of life. And at the same time, they worry about their schools; about their streets.

Now, there is a great debate raging in Washington about the proper role of government as we approach this millennium. There are those who argue strongly that all of our problems in America are personal and cultural. Now, at a level, that is true, isn't it? I mean, if every person in America woke up tomorrow and did absolutely nothing wrong, we would be living in the afterlife, but it would make a big difference in how people behaved, wouldn't it?

(Laughter.)

You hear it all the time. You know if you turn on C-SPAN, you hear it, don't you? These pointed fingers, these admonitions that people just have to act right and that's all that we need to change America. And because those people who promote that point of view think it is only a personal issue, they don't believe government has any role to play. In fact, as my husband often says, these are the people who believe government would mess up a one-car parade. (Laughter.) And anything you can do, just move it out of the way.

Now, on the other hand, there are still the voices of those who say that government is the only answer to our problems -- you know, that the government has to solve everything. If you don't study in school and you barely graduate, the government should still give you a job. If you don't show up to work on time, you don't put in a full day's work, the government should prevent you from being fired. The government should do everything for you.

Now, that view absolves us of personal responsibility. And the people in this auditorium did not get here today believing somebody else was going to take care of all your problems, did you? (Applause.) So as is with most debates that are emotionally charged and filled with more heat than light, this debate is not very helpful. But it's what we hear all the time; it's what the news covers. If you're not into a confrontation, if you're not calling somebody a name, if you're not defaming people's character, well, then you don't get on the news.

If you don't have an extremist answer that you can give in eight or 10 seconds, nobody wants you. So that's what the American people have been fed over and over again. And everybody has a bad experience with government. I mean, you've gone and gotten your driver's license renewed, haven't you? (Laughter.) I mean, we know that it doesn't work perfectly. There's no human institution that does. And yet those of us who have lived long enough and seen what happens to people in their lives, no matter how hard they're trying and how good a life they're leading know that personal and cultural is not all there is, either.

So how do we bring that together? How do we create a third way, a third leg to this debate, that really is where most people live their lives? It's how they make decisions. Well, that's what the President has been trying to do, and it is not easy. It's complicated. I mean, when you have a problem and you say to everybody, this answer and this answer, on both sides are inadequate; we need to come up with something different. Well, then you get accused of not being able to take a strong stand and stick with it, don't you?

Because you're looking for both common ground, but also common sense. And so when you look at some of the policies that the President has been following, what he's been looking for is a way to use government -- not to give people a hand out, but to give them a helping hand; to give them the chance to have opportunities in their own lives; but in return, to ask for responsibility. That is the way we lead our own personal lives. That's the way you try to raise your children. That's the way you try to manage your business or your family.

So the President has, on many fronts, moved to try to create that new consensus, what he calls a New Covenant. His economic policies, for example, have both allowed us to reward working families and maintain investments that will help working Americans. The biggest difference between the President's approach to a balanced budget and the alternative is not that he will take 10 years and they will take seven -- although that's significant. It is that he is trying to use government as a way of helping and supporting people.

So what does he want to invest in? He wants to invest in education and training so that people get good jobs and are able to compete in the global economy. (Applause.) He wants to create opportunities for people who don't start off on a level playing field. That's why he wants to increase Head Start and childhood immunizations and programs that will help a lot of our poorest children. (Applause.) That's why he created empowerment zones to revitalize the inner city and create jobs.

Because we know that if we don't rebuild our cities, we're going to leave too many people behind in this global economy, as we move toward the next century. It's also why, as a Democrat, he said these Republicans have been talking about crime; they talk it to death -- let's pass a bill, let's get more police on the street, let's get the guns off the street. That was a very tough effort that is finally beginning to take effect.

We've been watching these crime statistics. It makes a difference if there are 100,000 more police on the streets, especially if they are community police officers, working with the community to try to prevent crime before it happens in a neighborhood. (Applause.) And I've got to say, anybody who says that this President won't stand up to anybody, where have they been? What is the NRA doing to us if it isn't because he has stood up to them not once, but twice?

No sitting President has ever taken them on. Why? Because they are so powerful. Why did the Democrats lose the House of

Representatives, in addition to what Dr. Foster said? Because not enough people with a stake in the future voted, but also because a lot of those who voted, voted for the Brady Bill, they voted for the assault weapons ban and they were punished. And the people who should have been there shoulder to shoulder to get the Uzis out of our high schools and the Tech-9s out of our housing projects, they stayed home. (Applause.)

We can win on these issues. A majority of Americans believe as we do. They want to invest in education and training for better jobs. They want to invest in our children. They want safer streets that doesn't come by letting people run amuck, but instead keeping them under authority properly. And they don't want to spend billions of dollars sending every third young man to prison. They want to spend it on things like drug treatment and recreation, to give young people something to say yes to.

But the majority will not be heard, just as the majority was beaten when it voted for Dr. Foster. The majority that does not vote will lose every single time to an organized minority. (Applause.) Now, what's at stake? You know better than I. Much of what we believe as a nation is at stake. The President's policies are working. They have resulted in an additional 7 million new jobs, just since he was inaugurated.

The unemployment rate for African Americans is below 10 percent, in single digits, for the first time since the Viet Nam War. We are finally putting young men and women back to work. And he's done this not by just talking about making government more efficient, but actually doing it. So we thank the NAACP because you have stood shoulder and shoulder during a lot of these tough fights. I know Merilee was elected chair by only one vote. That's the margin for this President. That's what passes things like deficit reduction and tax relief and crime control. (Applause.)

So please, know that you have already made a difference, but we have so much more to do. As we move forward, it is imperative that the NAACP stay strong. It is imperative that you stand with those who, as Dr. Foster said, stand with you; but that you also inform yourselves and your neighbors and your friends about what it is that this administration is trying to do, because it is a different way. Let me give you just one more example, and it's from foreign policy.

Now, there are many -- in fact, the majority of Americans at the time -- who thought that the President should do nothing about Haiti. Haiti was just down there somewhere, lots of poor people -- let them just stew in their own juices. And if the President had chosen to ignore Haiti, the majority of Americans who don't understand how important it is to restore democracy everywhere, including in our own backyard -- those folks would have been happy because they wouldn't have had to worry about Haiti.

Or if the President had invaded, you know, with all the flags flying, raising the excitement, having the people on t.v., you know, whispering into the microphone as the planes flew over and the missiles landed, and hundreds and maybe thousands of Haitians, and certainly some Americans, were killed; people could have understood that. That fit into one of the old categories.

So what did the President do? He basically invaded without firing a shot. He restored democracy. He gave people's dignity back to them. And nobody can say that we have not fulfilled our responsibilities. But it doesn't fit into the easy eight-second sound bite on t.v. It takes too long to explain coercive diplomacy. It takes too long to explain that this was the first military operation in American history under a single command, and it went off without a hitch. (Applause.)

Nobody understands when things happen differently that break old categories. But that's what you're going to have to do, isn't it? You're going to have to build on the past, take the strength and the values that have made you an absolutely imperative part of American history, but think differently; move differently; be strategic; get back in those streets, knock on those doors, pull people out of their houses, talk to them about what's at stake. (Applause.)

And you have a President who will stand with you, whose commitment to affirmative action and equal opportunity is strong and unwavering. (Applause.) When you look at what is at stake in this debate over affirmative action, it is clear, as the President has said, affirmative action is still needed to remedy discrimination and to create a more inclusive society that truly provides equal opportunity; and that to be effective, affirmative action must be done the right way.

So we have to move forward, but we have to move forward knowing what has happened in the past, thinking new, thinking creatively, in order to reach the same objective. The President recognizes that the Supreme Court raised the hurdle, but they did not make it insurmountable, in setting a new legal standard for judging affirmative action. And he has wisely cautioned people on both sides of the affirmative action debate not to use the court's ruling as a reason to abandon our national commitment to inclusion and opportunity.

While the Constitutional test is now tougher than it was, it does not mean the end of affirmative action. We know that from the experience of state and local governments, which have operated under tougher standards for some years now, it can still be done. And for those who say we want a color blind society, if they are using the term to mean that we want opportunity, where we have a level playing field, where everyone has the chance to compete fairly, then I guess that's what we want.

But do we have it now? No, we don't. Do we want to work for it? Yes, we do. And is affirmative action still part of the work and strategy we must follow? Yes, it is. So if we look at what has happened so far with affirmative action, we need to not only carefully describe what we will do and can do, we have to enlist people in understanding that and implementing it from the grass roots level to the federal government.

But you know, affirmative action starts with affirmative thinking. (Applause.) And that means that every one of us has to think harder and express our thoughts about what we will do to end the scourge of racism, not turn a blind eye, not claim to have a color blind eye, but to actively think through and express what we

will personally do. . Now, I believe that if, starting tomorrow, every single adult in America counted to 10 or bit their tongue before they said something stereotypical, before they made a racial slur, before they made a disparaging comment, we would change the atmosphere in which this country now operates.

Now, is that simple? Yes, it is. Is it self-evident? Yes, it is. But until we all start thinking and being more committed to a truly open society where we do judge people by the content of their character, then all the programs in the world will not guarantee that level playing field. So we have a double burden. We have to explain, defend, and institute affirmative action that will continue to work. But we also individually have to start engaging in affirmative thinking.

You can pick up the paper any day, and you can see people, particularly young people, who have already been poisoned by racism, who are already being religiously or ethnically biased. That is one of the great tragedies, and we have to do all that we can to try to eliminate it. Recently, the President also expressed his disappointment at the Supreme Court decision in the Georgia congressional redistricting case.

He described that decision as a setback in the struggle to ensure that all Americans participate fully in the electoral process, one that threatens to undermine the promise of the Voting Rights Act. This President and this administration remain firmly committed to the full enforcement of the Voting Rights Act. (Applause.) But you have to be our partners.

You know, before we came out here, Merilee and Alexis Herman, the assistant to the President who is here with me, were talking about how they remember when they first got their NAACP membership cards as young girls. Alexis said that in order to get her membership card, she also had to get a library card. But as a young girl, she got to carry both around; she felt really important. And she knew, as Merilee did, because Merilee said she carried that card plus her first receipt from the poll tax, until they yellowed with age.

They knew what the struggle was about. And they were able to articulate it based on personal experience. As Merilee poignantly told this convention, now is the time to go forward, not backward; to remember our martyrs and take strength from their (GAP IN TAPE)

If we don't raise our children right, nothing else we do counts for very much. And we need to intensify our efforts on behalf of our children. We need a reaffirmation among all Americans of our long-held belief that every single child has the right and responsibility to rise as far as his or her God-given talents and determination can take them. (Applause.) That is the principle we should be inculcating in our children.

My minister recently gave a sermon in which he related the story of Leviticus, you remember, about the ancient Israelites who annually, ever year, placed all their sins and miseries on the head of a goat, and then sent that goat out into the wilderness, thinking that that would purge them of all that had happened that previous year. When the goat reached the wilderness, the tribe

felt cleansed of all problems, all evils, all sins.

That is an apt parable for what is happening in America today, because in today's society, the goat, or the scapegoat, is poor children and their parents. Somehow we think we can rid ourselves of all our social problems by scapegoating children and exiling them to a wilderness of greater poverty and hopelessness. Well, you know that that won't work. You know that every child in this country is linked to every other one. My husband and I can do all we can, and we do, to make sure our daughter has every opportunity.

We'll give her the best education she can get. We'll take care of her. But I know that she could walk down the street some day, on the way to or from school, and be a victim of a drive-by shooting because of other children who were neglected and denied their God-given rights to feel like a full and decent human being. (Applause.) But you know, just like Dr. Foster, some of what we have to say about this is not easy to hear.

Parents and families are the primary responsibility. They have to take the lead. (Applause.) Parents, every one of us, have to be willing to make the sacrifices necessary to create conditions within families that enable children to flourish. Young boys and girls need to postpone having sex, and certainly having children, until they are mature and responsible enough to understand their decisions. (Applause.)

Parents with children should think a lot longer and harder about divorce, and put their children's needs and interests first. (Applause.) And child support, as the President has made clear, has to be part of what it means to be a responsible parent. But you know, child support is not only financial. Child support is emotional; child support is intellectual; child support is spiritual. And I want to say a special word of thanks to my old friend, C. Delores Tucker, for speaking truth to power when it comes to what is being fed and sold to our children. (Applause.)

So I come back to where I started. Yes, we have personal responsibility. Yes, we have to clean up our culture. Yes, we should be talking about and transmitting the values that we were raised with. Most of us in this room were raised differently than we are raising our children and our grandchildren. (Applause.) We wouldn't have allowed a person to walk in the door and say some of the things we let the t.v. say for hours and hours every single day. (Applause.)

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Fight for this ~~veedship~~* that the President is championing. Make every parent have the right and responsibility to use that remote control, not to turn over their children to it as a babysitter, but to block out the violence and sex that destroys and desensitizes the minds of our children. (Applause.) But just as we can list all that parents and families and individuals must do, all that personally, and culturally and morally we are called upon to do, there are also political and economic problems that we must address together.

You can work, as many of you have, from dawn to midnight every single day. You can work those fingers to the bone. You can do the very best job you know how to do, and then be afraid to let your child walk outside the door because of what waits out there. You can show up for work on time, do a full day's work for 35 years and be given a pink slip and not even a thank you. (Applause.) You know that you can go to school and do the best you can.

I'll never forget, Reverend Gaylord may remember this, because it's the kind of thing that used to happen to me all the time in Arkansas. I'll never forget standing in the living room of the Arkansas governor's mansion when the President and I had invited every young person who was the valedictorian or salutatorian of every high school to come with their parents to be honored. Because we wanted to honor academics as well as athletics. (Applause.) And we stood there for six hours, we shook every hand.

And there was one handsome young black man who came through, and his mother was so proud. And I said to him, I said, well, now, what are you going to do next year? He said, well, I want to be a doctor. And I said, that's wonderful; I said, so where are you going to go to college. And he looked a little embarrassed and he said, well, ma'am, he said, I finished high school, I took every course my high school offered; I did well, I was on the honor roll, made valedictorian; and then I started applying for college and they said the school I went to wasn't good enough for me to be able to compete with the kids from Central High and the big high schools in Arkansas.

Now there was a young man and his family who had played by the rules. It was society that had failed them. (Applause.) And so part of what we have to do is quite blame-placing, quit finger-pointing. There is enough accountability to go around for what's wrong with our children in this country. (Applause.) And you know, you can't roll up your sleeves if you're wringing your hands. (Laughter.) And it's time we roll up our sleeves and we get to work to solve the problems in our communities, our families, and our nation. (Applause.)

And finally, let me just be a bit more personal and return to the subject of faith. Because we can't do any of this alone, can we? We have to work with each other, and we have to know that we're working on behalf of a higher power and eternal values that will guide us if we stray from the path. There's a book that I keep in my office that many of the people who work for me consult from time to time, written by Susan Taylor, the editor of Essence magazine. (Applause.)

It's called, "In the Spirit." And this is a young woman, young by my standards. They get younger every year. (Laughter.) I just can't tell -- if you ever want to make my day, if you ever have a chance to introduce me, just introduce me as a young woman. (Laughter and applause.) So this young woman, this extraordinary young woman, Susan Taylor, she writes, "The most revolutionary thing we can do is to have faith, to hold a positive vision of what we want for ourselves and for our children, and to put energy behind that vision to make it a reality."

Let us keep our expectations and our vision high. If the NAACP does that; if you work through all of the difficult issues you're confronting internally, to emerge even stronger; if you take your message to people who really need to hear it, because you know, this is like preaching to the choir, us talking to each other. But if you have a vision and you have high expectations, people will respond. They will know that you speak the truth.

And if we do that, then together, we will once again inspire that season of hope that will lead to the kind of country we deserve to have and to leave to the children we love. Thank you for what you've done. Thank you for what you're doing. And thank you and God bless you for what you will do for the United States of America. (Applause.)

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THE WHITE HOUSE
WASHINGTON

April 14, 1995

*File
African
American -
Environment*

MEMORANDUM FOR LEON PANETTA
GEORGE STEPHANOPOULOS
ABNER MIKVA
JACK QUINN
ALICE RIVLIN
MARK GEARAN
JOHN GIBBONS
PATRICK GRIFFIN
MARCIA HALE
ALEXIS HERMAN
KITTY HIGGINS
LAURA TYSON
MARGARET WILLIAMS
BOB NASH

FROM: CAROL RASCO
KATIE MCGINTY

SUBJECT: Report to the President on
Executive Order 12898

Please find attached a copy of the Report to the President on Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations." The Executive Order signed February 11, 1994, requires that we submit the attached report to the President. The report describes the implementation of Executive Order 12898. If you are interested in the appendix which includes the final environmental justice strategies, please have your staff contact Brian Burke at 456-5573.

Enclosure

REPORT TO THE PRESIDENT ON EXECUTIVE ORDER 12898



*Federal Actions to Address Environmental Justice
in Minority Populations and Low Income Populations*

April 11, 1995

Report to the President on Executive Order 12898

I. INTRODUCTION

The President's Executive Order 12898, "Federal Actions to Address Environmental Justice In Minority Populations and Low Income Populations" ("the Executive Order"), signed February 11, 1994, requires the Assistant to the President for Domestic Policy and the Deputy Assistant to the President for Environmental Policy to submit this report to the President. This report describes the implementation of the Executive Order, and includes the final environmental justice strategies. The attached strategies have a primary emphasis on matters of process, such as increasing outreach to affected communities, and revising internal management and decision making to incorporate environmental justice concerns. The emphasis on process in the effort to date has been valuable because improvements in outreach and the policy making structure will help agencies to more meaningfully dialogue with stakeholders and refocus policies and programs. However, future emphasis must be placed on discrete, concrete actions that will specifically address the needs of particular communities in the near term.

II. BACKGROUND

The environmental justice movement has grown from a group of African American students protesting a garbage dump in Houston in 1967 to a national movement that encompasses thousands of grassroots organizations, the commitment of hundreds of state and local officials, the initiative of business leaders, and, through Executive Order 12898, the force of the federal government. As President Bill Clinton has stated, "All Americans have a right to be protected from pollution--not just those who can afford to live in the cleanest, safest communities."

The environmental justice movement is a response to the reality that historically, low-income populations and minority populations have suffered disproportionately from the effects of pollution and other environmental risks. While scholars disagree about the reasons for this, there is no question that in both rural and urban communities low-income and minority populations consistently demonstrate higher levels of environmentally-related health disorders than the general population. In response, thousands of people in neighborhoods, towns, cities, and counties across the country have formed the environmental justice movement. These individuals work to ensure that city dwellers, disproportionately exposed to air pollution, breathe cleaner air; that children are protected from peeling and exposed lead paint and dust; that the individuals who provide America with our bounty of agricultural products are not slowly poisoned by pesticides; and that those who subsist on native fish and wildlife can continue to do so.

In addition to these grassroots organizers, several States and the National Governors' Association have joined in the environmental justice movement through legislation and other initiatives. Arkansas became the first State, in April 1993, to pass environmental justice legislation. Tennessee, Louisiana, Virginia, and Florida are among the many states that have passed laws, created commissions, or begun studies. These activities have helped to increase the participation of all communities in environmental decisionmaking and ensure that environmental laws are enforced in every community.

Industry leaders have also recognized that addressing environmental justice concerns makes good business sense. Industry increasingly recognizes that future siting plans must involve greater community participation. Both the Chemical Manufacturers Association and the National Association of Manufacturers as well as individual companies such as AT&T, Dow, Dupont, and WMX have initiated environmental justice projects. These groups have worked intensely with the Environmental Protection Agency and community leaders to improve available data and establish lasting channels of communication.

As Governor of Arkansas, President Clinton was among the first state leaders to recognize that some of the most vulnerable of our nation's communities are subject to some of the most serious health and environmental threats. For instance, as Chairman of the Lower Mississippi Delta Commission, then-Governor Clinton recognized that a critical component in addressing the needs of the poorest region of America involved eliminating the disproportionate effects of environmental pollution and hazardous materials on minority, low-income, and rural communities in the region.

Vice-President Al Gore also has been fundamentally committed to the environmental justice movement from its inception. As a Senator, he introduced legislation to identify low-income and minority communities disproportionately affected by toxic materials and to address their unique needs. In addition, Vice-President Gore was instrumental in establishing the National Religious Partnership for the Environment. The Partnership brings together the National Council of Churches, the U.S. Catholic Conference, the Consultation on the Environment and Jewish Life, and the Evangelical Environmental Network. The members of the Partnership integrate the groups' traditional concern for the poor and underprivileged with their concern for the environment.

President Clinton and Vice-President Gore, during the 1992 campaign, pledged to protect "people who are most vulnerable, who are poor, many of whom live in our inner cities, from unfair exposure to environmental hazards." The message of environmental justice was perhaps most poignantly conveyed to the President by a young man named Pernell Brewer, who spoke at a children's town

hall meeting in 1993. Pernell dramatically described the toll pollution has taken on his community, a small section of Louisiana once known as "Cancer Alley." This area, with its many chemical plants, is home to many low-income and minority individuals. After years of pollution, this community has been devastated with an unusually high incidence of cancer and other problems. Pernell told the President that twenty of his relatives have been diagnosed with cancer, and most tragically, that his 10-year-old brother died of a rare brain tumor.

In response to Pernell and many others like him, President Clinton recognized that the federal government has an obligation to address the environmental injustices suffered disproportionately by low-income and minority communities.

III. THE EXECUTIVE ORDER

On February 11, 1994, President Clinton issued Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations. The Executive Order established environmental justice, for the first time, as a federal government priority and directed all federal agencies to make environmental justice part of their mission. The Executive Order had three goals:

- to focus federal agency attention on the environment and human health conditions in minority communities and low-income communities;
- to promote non-discrimination in federal programs that substantially affect human health and the environment; and
- to provide minority communities and low-income communities greater access to information on, and opportunities for public participation in, matters relating to human health and the environment.

President Clinton directed the following agencies and White House offices to participate in the environmental justice initiative: the Departments of Justice, Defense, Energy, Labor, Interior, Transportation, Agriculture, Housing and Urban Development, Commerce, Health and Human Services; the Environmental Protection Agency, the Office of Management and Budget, the Office of Science and Technology Policy, the Council on Environmental Quality, the Domestic Policy Council, and the Council on Economic Advisors. In addition, the Nuclear Regulatory Commission and the National Aeronautics and Space Agency each volunteered to participate. The President directed each federal agency to review its programs, policies, and activities and develop a strategy for addressing as appropriate any disproportionately high and adverse human health or environmental effects on minority populations and low-income populations. The agency strategies accompany this report. Highlights are discussed below.

1. Interagency Coordination

The Executive Order directs the agencies to form an Interagency Working Group (the "Working Group") on environmental justice. President Clinton chose the Administrator of the Environmental Protection Agency, Carol M. Browner, to chair this group. EPA's Office of Environmental Justice has enabled the Working Group to coordinate the diverse activities of the various federal agencies. The Working Group has met approximately monthly since May 1994, and has served as a resource and a clearinghouse for the agencies as they have worked to incorporate environmental justice principles into their programs and activities.

In conjunction with the Working Group, several task forces were assembled to address the specific elements of the Executive Order. Task forces considered research and health issues, public outreach, data, enforcement and compliance, implementation issues, definitions and standards, interagency pilot projects, and Native American issues. Some of the current and anticipated efforts of the task forces include:

- reports on including diverse populations in health studies, involving community members in designing environmental research strategies, protecting those who subsist on fish and wildlife, and addressing environmental justice in the workplace;
- the upcoming release of the first computer-accessible compilation of health, environmental, and geographic data available for use by grassroots environmental justice groups; and
- the issuance of guidance to the agencies on how to develop and implement their environmental justice strategies, how to best form interagency partnerships, and how to consider environmental justice principles in conjunction with the National Environmental Policy Act (NEPA).

The Executive Order directs the Working Group to meet with the public and gather suggestions, questions, and comments on interagency efforts on environmental justice. On January 20, 1995, the Working Group held an unprecedented public meeting on environmental justice issues involving almost every cabinet-level agency. Over 350 people from around the country met at Clark Atlanta University in Atlanta, Georgia, in large forum meetings and one-on-one with agency officials to share their concerns regarding environmental justice and to provide specific suggestions on the agencies' strategies. The evening session was marked by an interactive televised working session on environmental justice hosted by former Georgia State Senator Julian Bond and broadcast by the Black College Satellite Network. The broadcast reached an estimated 40 locations in the United

States and Puerto Rico. Throughout the evening, viewers called in questions on environmental justice to a panel of senior Administration officials. The meeting provided federal agency officials with a clear picture of the nationwide concern and commitment to environmental justice.

2. Environmental Justice Strategies

The Executive Order directs each federal agency to develop a strategy for implementing the principles of environmental justice into the agency's programs, policies, and activities. In developing their strategies, agencies were directed to consider which of their programs or activities might be modified to:

- promote enforcement of all health and environmental statutes in areas with minority populations and low-income populations;
- ensure greater public participation in agency decisionmaking;
- improve research and data collection relating to the health and environment of minority populations and low-income populations; and
- identify differential patterns of consumption of natural resources among minority populations and low-income populations.

Each agency considered these issues in light of its own policies and programs. But the attached strategies reflect common themes: achieving environmental justice in federal programs; enhancing existing agency activities through consideration of environmental justice principles; and improving communication with low-income and minority populations.

i. Achieving Environmental Justice

The Executive Order has been successful in helping agencies to identify current projects and generate new initiatives, often through interagency cooperation and coordination, that address negative environmental health impacts on minority and low-income populations. The Department of Housing and Urban Development (HUD) has initiated a number of projects to address the critical issue of elevated lead levels in children's bloodstreams. While this issue affects children from all income levels and housing types, children from low-income families, and families without easy access to safety information are especially vulnerable. In response, HUD has provided grants to State and local governments to support public education, paint inspections, risk assessments, and lead abatements. One of HUD's most successful initiatives has involved training community members in Hispanic and African American communities particularly affected by lead-based paint in various abatement techniques and lead-based paint hazard reduction. HUD has

worked closely with EPA to coordinate lead-based paint risk assessment and abatement strategies.

EPA and HUD have also worked closely to encourage and enable the cleanup and reuse of urban "brownfields." Brownfields are usually urban areas previously occupied by some type of industry and now contaminated. Cleaning up these sites promotes economic development and abates health hazards in those communities particularly in need and prevents contamination of as yet undeveloped "greenfields." EPA and HUD are currently engaged in a brownfields initiative announced by Administrator Browner in January 1995. This initiative involves 50 pilot projects around the country in which federal resources will speed environmental cleanups and economic development in distressed urban cores. The first such project, in Cleveland, involved a \$100,000 investment by EPA that generated \$1.7 million in cleanup and 100 new jobs.

The Superfund Medical Assistance Plan is another pilot project that exemplifies both the community focus of environmental justice and successful interagency cooperation. The project is a collaboration between EPA and HHS. The project involves four pilot communities where a Superfund hazardous waste site is located. Federal agency officials working with local residents and local health and environmental institutions provide a coordinated response to the community's health-related needs and concerns.

The Department of Transportation has established a "Liveable Communities" project that demonstrates how even agencies whose primary mission is not protection of human health and the environment can adopt environmental justice principles. One Liveable Communities initiative brought Oakland, California residents from the predominantly Spanish-speaking neighborhood of Fruitdale into the process of developing a Bay Area Rapid Transit (BART) station for the neighborhood. The result is that residents will enjoy the development of a new BART station along with a number of needed community services, such as a health clinic and police substation, within easy access of the station.

Recognizing that the federal government can assist in achieving environmental justice as it brings and defends cases, the Department of Justice and EPA are working together to enforce environmental laws in all communities, particularly low-income and minority communities. For example, EPA Region III recently conducted a study of existing and proposed industrial facilities in and around Chester, Pennsylvania and it is in the process of identifying enforcement opportunities. Chester has the highest concentration of industrial facilities in Pennsylvania and also has the highest infant mortality rate, lowest birth rate, and among the highest death rate due to certain malignant tumors. EPA Region III has already issued a number of field citations to underground storage tank owners in and around Chester.

Another major interagency initiative involves the Colonias, impoverished rural areas along the United States-Mexico border, characterized by poor housing, inadequate drainage, and substandard or no water and sewer facilities. HUD, EPA, and DOJ have formed a working group to develop an integrated financial and technical assistance plan for people in these areas. The agencies are working together to develop safe water sources and assist residents in economic development to provide a long-term remedy for these problems.

In one of several agency projects to address the environmental justice needs and concerns of Native Americans, DOD has initiated several demonstration projects to address Native Americans' access to, and maintenance of, traditional cultural properties located on DOD facilities. One project involves DOD working with the Muscogee (Creek) Nation to provide access to traditional Creek properties on approximately 15 military bases in the southeastern United States.

These examples of agency and interagency projects demonstrate the federal government's commitment to carry out the mandate of President Clinton's Executive Order to identify and address disproportionately high and adverse human health or environmental effects of federal government programs, policies, and activities on minority populations and low-income populations. With the twenty-fifth anniversary of Earth Day in April 1995, it is appropriate for the federal government to renew its commitment to environmental justice principles and to consider what the next steps should be in carrying out the mandate of the Executive Order.

ii. Enhancing Existing Activities

The Executive Order has prompted agencies to develop effective internal mechanisms to ensure that environmental concerns are addressed. Many agencies have organized department-wide coordinating committees on environmental justice. These committees have served to educate agency staff on, and to coordinate agency responses to, environmental justice issues. Examples include the Department of Defense (DOD) Committee on Environmental Justice, the Environmental Protection Agency (EPA) Executive Steering Committee for Environmental Justice and the Department of Energy's Steering Committee comprised of four Secretarial Officers. These committees work to ensure that the long-term goals of the agency are consistent with environmental justice.

A number of Cabinet Secretaries have issued directives on environmental justice. For example, Attorney General Janet Reno issued departmental guidance concerning environmental justice and directed departmental personnel to work to protect environmental quality in all communities by providing full and fair enforcement of environmental, civil rights, civil, and criminal laws. Similarly, EPA Administrator Carol Browner has established environmental justice as an agency-wide priority that is to be incorporated into every applicable agency program.

iii. Improving Communication

The Executive Order has caused agencies to reconsider the way they communicate with communities affected by federal programs and to make effective public outreach to all communities an integral part of the way agencies do business. In addition to broad agency participation in the Atlanta meeting described above, each of the agencies has sought public comment specifically on their environmental justice strategies and has also established lasting channels of communication with the environmental justice community. For example, under the authority of the Federal Advisory Committee Act, EPA established the National Environmental Justice Advisory Council (the "NEJAC"). The members of the NEJAC, representing community leaders, academic institutions, environmental justice organizations, state, tribal, and local officials, and business leaders, have provided EPA with invaluable assistance in developing its environmental justice strategy under the Executive Order.

Other agencies have also taken significant steps toward improving communication with low-income and minority populations. For instance, the Transportation Department sponsored a National Conference on Transportation, Social Equity, and Environmental Justice in Chicago on November 17 and 18, 1994. The conference brought together grassroots organizers with members of the Secretary of Transportation's staff and representatives from six other agencies to identify key transportation-related environmental and social issues of concern to individuals from low-income and minority neighborhoods. In February 1994, the Department of Health and Human Services (HHS) held a landmark Symposium on Health Research and Needs to Ensure Environmental Justice. The event drew over 1,000 participants from community groups, academia, and the government and has helped to initiate a continuing partnership between HHS officials and leaders in the environmental justice movement.

III. CONCLUSION AND RECOMMENDED NEXT STEPS

Agencies are currently in the process of implementing the procedures, projects, and initiatives outlined in their respective strategies. Each appears to have developed sufficient internal mechanisms to ensure timely implementation of their strategies and adequate oversight and accountability to ensure that potential failings of the strategies are discovered and addressed.

Nonetheless, there remain significant challenges to sustained implementation and pursuit of the goals of Executive Order 12898. These challenges stem in part from the nature of the agencies' efforts to date. As an initial matter, the strategies presented have a primary emphasis on matters of process, such as increasing

outreach to affected communities and revising the architecture of internal management and decisionmaking to incorporate environmental justice concerns. By contrast, there is less emphasis on discrete, concrete actions that will specifically address the needs of particular communities in the near term. There is also continuing suspicion among affected communities that, in a climate of diminishing agency resources, attention to environmental justice will be among the first casualties of budgetary pressure and agency streamlining. This skepticism is fed by current efforts to curtail or eliminate programs vital to the lives of communities concerned with environmental justice, ranging from school lunch programs to safe drinking water funds.

These challenges must be kept in perspective. The emphasis on process in the effort to date has been valuable because improvements in outreach and the policymaking structure will help agencies be more responsive and accountable. Moreover, a number of agencies have already taken effective, concrete actions to aid communities that have suffered disproportionate exposure to environmental harm. EPA and HHS are to be particularly commended in this regard, as illustrated in the EPA brownfields initiative and accompanying efforts to deliver medical services and collect epidemiological data in communities affected by brownfields sites.

The concern that attention to the issue of environmental justice will diminish underscores the need for a set of performance milestones that are concrete, well-defined, and achievable within nine to twelve months. By its terms, the Executive Order calls for a second report to the President following the second year of implementation. At that time, we recommend that each agency covered by the Executive Order be required to submit as its report the following:

- a summary of the agency's success to that point in implementing the Executive Order;
- a limited set of discrete, concrete agency actions that have been completed and that will have concrete benefits for affected communities; and
- a limited set of discrete, concrete agency actions that are planned for the subsequent year.

This focused requirement for the second report should help sustain and strengthen the agency effort exhibited thus far, while establishing an expectation that this effort will achieve results that will have immediacy and importance to the lives of communities that have had to bear more than their share of environmental hazards. Accordingly, we ask you to approve this further directive to guide the agencies as they enter what should be a second year of success in identifying and addressing issues of environmental justice.