

Brief Remarks

Date: September 22, 1994

Time: 2:30 - 3:00 pm

BACKGROUND

On September 22nd, you are scheduled to speak to the Board of the Community Anti-Drug Coalitions of America (CADCA). CADCA has a membership of more than 2,000 community-based coalitions and has been very eager to work with the Administration on crime and drug-related issues.

CADCA and others in the drug policy arena have been supportive of the Administration's specific policies (i.e., National Service, Empowerment Zones, the Drug Strategy, the Crime Bill and Health Care), but they remain skeptical about the Administration's overall commitment to the drug issue. They hear very little from Lee Brown and see members of the Cabinet -- and the President -- focused on a series of other issues. I imagine that some of CADCA's Board members will echo this skepticism at the September 22nd meeting.

Also, CADCA's Board is likely to raise the National Leadership Forum that they will host in Washington from October 27th through the 29th. As CADCA mentioned in a recent letter to you (and no doubt Jim Burke in the recent Panetta briefing), former President Bush attended the National Forum several times, and CADCA is hoping that the President and members of the Domestic Policy Council will attend. Last year, both Lee Brown and Janet Reno spoke at the National Forum. This year, it is my understanding that Lee Brown and Peter Edelman are scheduled to speak.

One final note: CADCA -- particularly its executive director, Jim Copple, and its Kansas membership -- were quite helpful to the Administration in getting the crime bill passed. Through their community coalition network, CADCA lobbied key Members of Congress to support the crime bill and its prevention programs. In fact, CADCA was instrumental in solidifying Senator Nancy Kassebaum's support at a time when she was under tremendous pressure from her senior Senator -- Bob Dole -- to prevent the Senate from taking up the crime bill.

ABOUT YOUR CADCA REMARKS

You are scheduled to speak for 30 minutes -- 10 minutes to open and approximately 20 minutes of Qs and As. The topic is "The White House Substance Abuse Agenda," and I have enclosed some suggested talking points for your consideration.

Attachments: Talking Points
Qs and As

CADCA Board Meeting Talking Points
September 22, 1994

- **Opening.** Thank you for asking me to join you here today to discuss the Administration's drug abuse policy. I'm pleased to be here with you all -- and to see some familiar faces. (Acknowledgements.)
- **Special Thank You.** Let me also take a moment to give a special thanks to CADCA for helping the Administration to pass a tough and smart crime bill that included substantial monies for prevention programs. Depending on how you do the math, the crime bill includes somewhere between \$4 and \$6 billion for prevention programs. You and your members should be proud that you fought to make prevention part of the crime bill debate. The Administration thanks you for your efforts.
- **1994 Drug Strategy.** I know you're all familiar with the Administration's Drug Strategy and that you've worked with Lee Brown to help promote it. In a time of shrinking budgets, the Strategy proposed the largest drug budget ever -- \$31.2 billion -- with the largest increases going to treatment and prevention. The strategy called for \$355 million new dollars to treat more heavy drug users, and \$191 million more dollars to keep our schools drug- and violence-free -- and turn back the signs of increased drug use by our children. Also, the strategy called for a dramatic expansion in community policing, so that police and neighborhoods residents could work together to reclaim their communities.
- **Treatment.** As many of you know, however, some parts of the Administration's Drug Strategy did better than others on Capitol Hill. For one, although the Labor-HHS appropriations bill is still in conference, our drug treatment initiative for heavy users is likely to be short changed. And, with debate on health care continuing, we'll have to wait a little longer before all Americans have access to a health care benefits package that includes drug treatment. Still, we remain committed to increasing the availability of treatment.
- **Prevention.** On the prevention side, our Drug Strategy and Budget fared much better. First, the appropriators have agreed to fund most of our request for the Safe and Drug-Free Schools program. Given that Congress chose to cut this program last year -- and that it slashed many of the President's other priority investments -- this is no small accomplishment. Second, the crime bill, which the President recently signed into law, affords us new opportunities -- over the next 6 years -- to fund even more prevention programs.
- **The Crime Bill.** I want to take a moment to emphasize the importance of the crime bill to the Administration's overall drug policy:

1. Special Crime Fund. First, the crime bill is now law and includes a special funding mechanism that virtually assures that appropriators will fund all of its programs. The bill takes the savings realized from the President's plan to cut the federal workforce and put that money into a balance of policing, punishment and prevention programs. With the impact of the domestic discretionary caps being felt more and more each day, this means we can spend less time fighting for money -- and more time our money to good use.

2. Maximum Flexibility. Second, most of the crime bill's prevention programs are extremely flexible and can be used by communities for many broadly-defined prevention purposes. Some of the monies -- like those awarded as part of the Local Partnership Act or the Model Intensive Grants -- are ideal for communities where all the local players have come together to take on drugs, gangs and violence.

3. Improved Coordination. Third, the crime bill's prevention programs will be coordinated through a cabinet-level Ounce of Prevention Council, which will be headed by the Vice President and which will work directly with the Community Enterprise Board overseeing the Empowerment Zones. We've given the prevention programs such high-level attention because their important to us, and we want to make sure we do everything we can to make them work.

The bottom line: the crime bill offers communities a combination of new crime prevention monies, increased flexibility and the potential for improved coordination by the Federal government.

- **1995 Drug Strategy: Continued Commitment.** What will the Clinton Administration's drug policy look like next year? Well, you can expect us to keep fighting for more treatment, more prevention and more community policing. And, if Congress doesn't pass a health care bill this year, we'll be back next year pushing for a health care benefits package that covers substance abuse.
- **New Focus on Implementation.** Equally important, after almost 2 years of pushing for his investments and legislative proposals on the Hill, the President is eager to begin aggressively implementing our initiatives. He's eager to begin working directly with communities and all other interested parties in effecting change with the money and laws we have on the books right now. There is so much we do; for instance:

Empowerment Zones: Soon, the Administration will begin announcing the winners of the 9 Empowerment Zones and 95 Enterprise Communities. And no matter who gets what designation, we can build on the local strategies put together by communities and work with them in promoting the types of comprehensive, community-based efforts that are necessary to lick the drug problem -- as well as to make our communities safer, revitalize local industry and give our children a better chance to lead happier and healthier lives.

Prevention Programs: As I mentioned, the crime bill provides us with the money and the mechanism to really start coordinating prevention programs at the Federal and local level. With cabinet members working together to better focus prevention programs, communities will have a better shot at getting the help they need locally.

Treatment Programs: A variety of treatment programs can be funded through the Empowerment Zones, through the crime bill and through current HHS grant programs. By working more closely with cities and States, we can better target heavy drug users and other priority populations to make sure that we're doing all we can to get them into treatment.

Community Policing: Whether they're cracking down on open air drug markets or teaching our kids about the dangers of drugs in our school, more police working with neighborhood residents to tackle drug and crime problems is essential. Moreover, new police and new working relationships with police can help bring communities together and open the door for long-term, comprehensive solution to crime and drugs.

- **A More Consistent, Unified Message.** As the congressional session comes to a close, and as those of us in the Administration begin to work on the FY 96 budget and the new Drug Strategy, we will be working harder and harder put all the pieces of the Domestic Policy puzzle together. Substance abuse policy is key part of that puzzle, and -- as we work to make sure that Government is doing all that it can to help ordinary Americans in communities across the country -- you can be sure that we will not leave it out.

CADCA Qs and As

Q: How has the DPC sought to coordinate the various federal agencies working in the drug and violence area?

A: There are two things that immediately come to mind: First, DPC took the lead on coordinating policy for the crime bill. We worked with the various cabinet agencies in developing various components of the bill -- especially the community policing initiative, the Drug Courts program and the balance of prevention programs in the bill. We held daily meetings with the agencies and worked with them in finalizing the Administration's position on the crime bill's many provisions.

Now that the crime bill has passed, the President has asked DPC to oversee and coordinate the bill's implementation, and DPC has already started doing that. Moreover, the President has asked the Vice President and myself to work together to coordinate the crime bill's prevention programs. This is a high priority for the President, and DPC will be very involved.

Second, DPC worked jointly with ONDCP in developing the President's Drug Strategy -- and we intend to do so again.

Q: What is currently being done by the Administration to encourage a community-based approach to solving problems caused by drugs, crime and violence? Is there a supportive role that CADCA can play?

A: First and foremost, the Administration -- particularly DPC and its members -- worked very hard to pass a "community friendly" crime bill. At the beginning of the crime bill debate, we had another "Federal" crime bill that had too little money and too many restrictions for communities to use. But the bill just signed by the President is 100% different. Most of its monies will go directly to communities with relatively few strings attached, so that they can pursue comprehensive, community-based strategies. But as you know, making the crime bill "community friendly" came at a price. We had to dodge allegations of "pork" and "social spending," but it was a fight worth fighting.

There's definitely a role for CADCA to play in helping the Administration promote community-based policies on crime and drugs. The first thing CADCA can do is to work with us in implementing the crime bill. The Justice Department is already reaching out all interested parties to talk about crime bill implementation, and I'm sure the other agencies will be doing the same soon.

Q: What is the role of ONDCP in coordinating drug policy among members of the DPC, and will their role change under the new authorization language in the crime bill?

A: ONDCP has always had the lead role in coordinating drug policy not only for the DPC, but for the entire Cabinet. On Domestic drug issues, Lee and I have always worked closely -- particularly since we're trying to make sure that our drug policy meshes with all of the President's ambitious domestic agenda.

As for the new reauthorization language included in the crime bill, I don't think it will change anybody's role in developing drug policy. That is to say, I and the other members of the DPC will continue to oversee the same policy areas; the legislation does not fundamentally change anybody's mission. However, the legislation does offer the Administration some new tools to use in developing and implementing the President's Drug Strategy, and I imagine that -- given the new opportunities under the legislation -- we will all work together a little bit more closely to see how these new powers can be utilized.

Q: Is there a role communities can have in shaping the regulations for the prevention programs in the crime bill to ensure these programs are not overly prescriptive and allow for innovation and flexibility at the local level.

A: Of course there is a role for communities to play in shaping regulations, and I recommend that you sit down with the Justice Department or Education or HHS as soon as possible and give them your two cents. (If you like, we can arrange a meeting with White House staff afterwards, too.) We certainly don't want the crime bill's prevention programs to be too rigid. As I mentioned, you fought alongside us to keep the prevention programs in the bill and to keep them flexible. We don't intend to abandon that now that the bill has passed.

Q: How can community coalitions work with the Administration on the President's planned meetings on crime and violence?

A: How about by giving us your recommendations about what communities and what innovative programs the President and Vice President should be visiting? We very much want these meetings to be positive and to highlight the successes some communities are already having, so please let us know your suggestions. We want the crime bill and these crime meetings to motivate more communities do the innovative types of things that CADCA members are doing.

Q: What is your prediction of the role of prevention and treatment in health care reform legislation?

A: (Carol, I leave this question on health care to you.)

THE WHITE HOUSE
OFFICE OF DOMESTIC POLICY

CAROL H. RASCO
Assistant to the President for Domestic Policy

JUL 25 1980

To: Jose Cerda

Draft response for POTUS
and forward to CHR by: _____

Draft response for CHR by: _____

Please reply directly to the writer
(copy to CHR) by: _____

Please advise by: _____

Let's discuss: _____

For your information: _____

Reply using form code: _____

File: _____

Send copy to (original to CHR): _____

Schedule ? : ☐ Accept ☐ Pending ☐ Regret

Designee to attend: _____

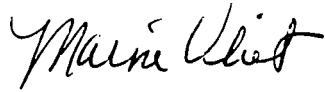
Remarks: Pls. give me my reactions
you have by CCB 8/2
Thanks!

2. In communicating with James Burke of the Partnership for a Drug-Free America and William Ide of the American Bar Association, we have learned of the interest and support of the Domestic Policy Council on all the issues related to America's drug problem. I would like to visit with you about the possibility of facilitating a round-table discussion with members of the President's Domestic Policy Council as one of our plenary sessions. This would be an opportunity for various cabinet members and others to present their programs and ideas around collaboration and community capacity building. The Clinton administration has advanced a number of wonderful program and policy initiatives of interest to our membership. Among those are Enterprise and Empowerment Zones, the Corporation for National and Community Service, prevention initiatives in the crime bill, a revitalized approach to Weed and Seed, and Health Care Reform. Our members participate in a number of these initiatives and some are direct beneficiaries. A discussion at the FORUM with members of the Domestic Policy Council about how these initiatives affect the nation's drug problem would be advantageous to all concerned. Facilitation and logistics could be worked out at the pleasure of your office. If the concept has possibility, perhaps you could discuss its implementation in greater detail with Jim.
3. As we've discussed in the past, I would like to invite you to be a guest at our September 22, 1994, CADCA board meeting. At your suggestion we could use an informal format for discussion of the White House agenda relative to substance abuse. We meet from 11 a.m. to 3 p.m. and would appreciate 45 minutes or so with you. We will be meeting at the ANA Westin hotel in Washington.

I hope my request for the President's participation and involvement of the Domestic Policy Council at our October FORUM meeting is well received within your office. CADCA's community leaders are friends of this administration. In addition, as a long-time Democratic supporter, I find optimism and encouragement from this administration and its courage to take on these overwhelming challenges. As I've mentioned, Jim Copple, who I know you've met, will be following up with more details about the plans outlined in this letter. Jim has been an exceptional national director for CADCA, combining his experience at the grassroots level and his national perspective about policy. As always, your assistance would be invaluable in recognizing and advancing the work of CADCA and our members.

I look forward to talking with you soon. If I, in my capacity as Senior Vice President for the Kansas Health Foundation or Chair of CADCA, can be of any assistance to you or your staff, please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read "Marni Vliet". The signature is fluid and cursive, with the first name "Marni" written in a larger, more prominent script than the last name "Vliet".

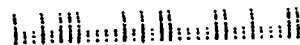
Marni Vliet
Chair

cc: James Copple
Lee Brown



701 NORTH FAIRFAX STREET
ALEXANDRIA, VIRGINIA 22314-2045

Ms. Carol Rasco
Assistant to the President
Domestic Policy Council
Executive Office of the President
1600 Pennsylvania Ave. NW
Washington, D.C. 20506



THE WHITE HOUSE
OFFICE OF DOMESTIC POLICY

CAROL H. RASCO
Assistant to the President for Domestic Policy

JUL 25 REC'D

To: Jose Cerda

Draft response for POTUS
and forward to CHR by: _____

Draft response for CHR by: _____

Please reply directly to the writer
(copy to CHR) by: _____

Please advise by: _____

Let's discuss: _____

For your information: _____

Reply using form code: _____

File: _____

Send copy to (original to CHR): _____

Schedule ? : ☐ Accept ☐ Pending ☐ Regret

Designee to attend: _____

Remarks: Ply. give me my reactions

you have by COB 8/2.

Thanks!



Community Anti-Drug Coalitions of America

701 NORTH FAIRFAX STREET
ALEXANDRIA, VIRGINIA 22314-2045
(703) 706-0560, FAX (703) 706-0565

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ROSALIND G. STARK
Senior Vice President and Director
Newspaper Assn. of America Foundation

July 20, 1994

Ms. Carol Rasco
Assistant to the President
Domestic Policy Council
Executive Office of the President
1600 Pennsylvania Ave. NW
Washington, DC. 20506

Dear Carol:

It's been more than a year now since we visited, but it's been with a great deal of interest that I have followed your work. In particular, your emphasis on community coalitions has been inspiring and certainly reinforces what many of us believe will be the answer to the domestic problems facing our country today. Your task is awesome and your leadership and approach are admirable.

Today, in my capacity as Chair of the Community Anti-Drug Coalitions of America (CADCA), I am again writing to ask your assistance. CADCA represents nearly 2,000 community-based coalitions with members in every state and two territories. We rapidly are growing as an important voice for communities seeking meaningful responses to our nation's drug crisis.

This year, CADCA will be hosting NATIONAL LEADERSHIP FORUM V at the Washington Sheraton, October 27 - 29, 1994. We expect more than 1,000 community leaders and community activists to attend. Again, as we did last year, I am seeking some help from your office as we schedule our major speakers. James E. Copple, National Director for CADCA, has put together an outstanding program for the fall conference. On behalf of Jim and CADCA, I have three requests:

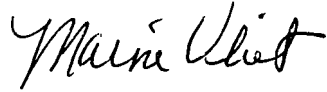
1. In previous years, the President of the United States has spoken at three of the FORUMS. It is our hope that this year President Clinton would be willing to speak to our coalition leaders at a time convenient to his schedule. Last year, ONDCP Director Lee Brown and Attorney General Janet Reno spoke and were well received by our membership. We know the President would be greeted by an enthusiastic and supportive audience. Jim Copple will be following up with you in a few weeks. Could you please advise him on how to proceed with placing an invitation to the President's office to speak at this year's FORUM?

2. In communicating with James Burke of the Partnership for a Drug-Free America and William Ide of the American Bar Association, we have learned of the interest and support of the Domestic Policy Council on all the issues related to America's drug problem. I would like to visit with you about the possibility of facilitating a round-table discussion with members of the President's Domestic Policy Council as one of our plenary sessions. This would be an opportunity for various cabinet members and others to present their programs and ideas around collaboration and community capacity building. The Clinton administration has advanced a number of wonderful program and policy initiatives of interest to our membership. Among those are Enterprise and Empowerment Zones, the Corporation for National and Community Service, prevention initiatives in the crime bill, a revitalized approach to Weed and Seed, and Health Care Reform. Our members participate in a number of these initiatives and some are direct beneficiaries. A discussion at the FORUM with members of the Domestic Policy Council about how these initiatives affect the nation's drug problem would be advantageous to all concerned. Facilitation and logistics could be worked out at the pleasure of your office. If the concept has possibility, perhaps you could discuss its implementation in greater detail with Jim.
3. As we've discussed in the past, I would like to invite you to be a guest at our September 22, 1994, CADCA board meeting. At your suggestion we could use an informal format for discussion of the White House agenda relative to substance abuse. We meet from 11 a.m. to 3 p.m. and would appreciate 45 minutes or so with you. We will be meeting at the ANA Westin hotel in Washington.

I hope my request for the President's participation and involvement of the Domestic Policy Council at our October FORUM meeting is well received within your office. CADCA's community leaders are friends of this administration. In addition, as a long-time Democratic supporter, I find optimism and encouragement from this administration and its courage to take on these overwhelming challenges. As I've mentioned, Jim Copple, who I know you've met, will be following up with more details about the plans outlined in this letter. Jim has been an exceptional national director for CADCA, combining his experience at the grassroots level and his national perspective about policy. As always, your assistance would be invaluable in recognizing and advancing the work of CADCA and our members.

I look forward to talking with you soon. If I, in my capacity as Senior Vice President for the Kansas Health Foundation or Chair of CADCA, can be of any assistance to you or your staff, please do not hesitate to call.

Sincerely,

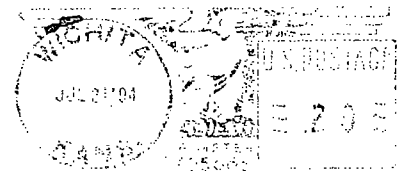
A handwritten signature in black ink, reading "Marni Vliet". The signature is fluid and cursive, with the first name "Marni" and last name "Vliet" clearly distinguishable.

Marni Vliet
Chair

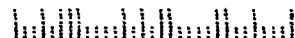
cc: James Copple
Lee Brown



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Ms. Carol Rasco
Assistant to the President
Domestic Policy Council
Executive Office of the President
1600 Pennsylvania Ave. NW
Washington, D.C. 20506





KANSAS HEALTH FOUNDATION

September 16, 1994

Ms. Carol Rasco
Assistant to the President
Domestic Policy Council
Executive Office of the President
1600 Pennsylvania Ave. NW
Washington, D.C. 20506

Dear Carol:

I am so thrilled you will be joining us at the CADCA meeting on September 22, 1994, from 2:30 to 3:00 p.m. at the Sheraton Washington Hotel. I think you will be impressed with the growth of this organization since we visited about it two years ago. We are ready to join the administration's effort in any way to help reduce the abuse to our society caused by drugs, crime and violence.

Attached are some questions for discussion at that meeting. If you have questions prior to that time, please don't hesitate to contact me.

Sincerely,

Marni Vliet

Marni Vliet
Chair, CADCA
Senior Vice President, Kansas Health Foundation

MV/lh

pc: James E. Copple

*Due:
noon
Wed 9/22
Thanks!
PV*

CADCA BOARD MEETING
September 22, 1994
Discussion questions for Carol Rasco

1. How has the Domestic Policy Council sought to coordinate the various federal agencies working in the drug and violence area?
2. What is currently being done by the administration to encourage a community-based approach to solving problems caused by drugs, crime and violence? Is there a supportive role CADCA can play?
3. What is the role of ONDCP in coordinating drug policy among members of the Domestic Policy Council, and will their role change under the new authorization language in the Crime Bill?
4. Is there a role communities can have in shaping the regulations for the prevention programs in the Crime Bill to ensure these programs are not overly prescriptive and allow for innovation and flexibility at the local level?
5. How can community coalitions work with the administration on the President's planned meetings on crime and violence?
6. What is your prediction of the role of prevention and treatment in health care reform and legislation?



KANSAS HEALTH FOUNDATION

FAX

309 East Douglas
Wichita, Kansas 67202-3475

Date: 9-16-94

Number of pages including cover sheet:

To: Carol Basco
Pat Romani

Phone: _____

Fax: 202-456-2878

CC: _____

From: Marni Vliest

Phone: 316-262-7676

Fax: 316-262-2044

800 #: 800-373-7681

REMARKS:

☐ Urgent

☐ For your review

☐ Reply ASAP

☐ Please comment



Community Anti-Drug Coalitions of America

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(703) 706-0560, FAX (703) 706-0565

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Vice President
Robert Wood Johnson Foundation

RICHARD A. HENNINGER
Executive Drug Awareness Programs
Benevolent and Protective Order of Elks

REVEREND WESLEY JAMES
Chair
Coalition for a Drug-Free Mobile County

FRANK M. JOHNSON, Ph.D.
Acting Administrator
Substance Abuse and Mental Health
Services Administration

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President
The Sheraton Group

TOM LAMONT
Retired Coach
Dallas Cowboys

ANTHONY NIVELLE, M.D.
Immediate Past U.S. Surgeon General

JEFFREY SIMPSON
President/CEO
San Bernardino Community Against Drugs

B. FRANKLIN SKINNER
Chair of CEO (ret.)
BellSouth Telecommunications Inc.

ROBERT G. STARR
Senior Vice President and Director
Newman Assn. of America Foundation

MATTHEW STURTEVANT
Secretary/Treasurer
CADCA Youth Advisory Committee

MEMORANDUM

September 8, 1994

TO: Carol Rasco, Pat Romani
FROM: Jim Copple, National Director
RE: Presentation at CADCA Board Meeting

I appreciate your willingness to make a presentation to the CADCA Board of Directors on Thursday, September 22, 1994. It is our understanding that you will be there by 2:30 p.m. and will need to leave by 3:00 p.m. We will accommodate your schedule and make any adjustments necessary to address your needs.

The meeting is scheduled for the Idaho Room of the Washington Sheraton Hotel located at 2660 Woodley Rd., NW. Their phone number is (202) 328-2000. Marni Vliet of the Kansas Health Foundation and CADCA Board Chair will be communicating with you regarding the specifics of your presentation.

CADCA now has over 2000 community-based coalition members. Our Board is very diverse representing grass-roots community organizations and large Fortune 500 corporations. You will be well received and we look forward to your remarks. If we can be of any further assistance, please do not hesitate to call. Thank you for your time and effort. We think you are doing a fabulous job and believe your heart and mind are with the thousands of community-based organizations working to address our nation's drug problem.

703-706-0560

10 min presentation to Board on Sept 22

20 min presentation to Board on Sept 22

10 min presentation to Board on Sept 22

communicating with James Burke of the Partnership for a Drug-Free America and William Ide of the American Bar Association, we have learned of the interest and support of the Domestic Policy Council on all the issues related to America's drug problem. I would like to visit with you about the possibility of facilitating a round-table discussion with members of the President's Domestic Policy Council as one of our plenary sessions. This would be an opportunity for various cabinet members and others to present their programs and ideas around collaboration and community capacity building. The Clinton administration has advanced a number of wonderful program and policy initiatives of interest to our membership. Among those are Enterprise and Empowerment Zones, the Corporation for National and Community Service, prevention initiatives in the crime bill, a revitalized approach to Weed and Seed, and Health Care Reform. Our members participate in a number of these initiatives and some are direct beneficiaries. A discussion at the FORUM with members of the Domestic Policy Council about how these initiatives affect the nation's drug problem would be advantageous to all concerned. Facilitation and logistics could be worked out at the pleasure of your office. If the concept has possibility, perhaps you could discuss its implementation in greater detail with Jim.

3. As we've discussed in the past, I would like to invite you to be a guest at our September 22, 1994, CADCA board meeting. At your suggestion we could use an informal format for discussion of the White House agenda relative to substance abuse. We meet from 11 a.m. to 3 p.m. and would appreciate 45 minutes or so with you. We will be meeting at the ~~APPA~~ ~~Wash~~ hotel in Washington.

I hope my request for the President's participation and involvement of the Domestic Policy Council at our October FORUM meeting is well received within your office. CADCA's community leaders are friends of this administration. In addition, as a long-time Democratic supporter, I find optimism and encouragement from this administration and its courage to take on these overwhelming challenges. As I've mentioned, Jim Copple, who I know you've met, will be following up with more details about the plans outlined in this letter. Jim has been an exceptional national director for CADCA, combining his experience at the grassroots level and his national perspective about policy. As always, your assistance would be invaluable in recognizing and advancing the work of CADCA and our members.

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