
Clinton Presidential Records Digital Records Marker

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Divider Title: _____

LONG-TERM STRATEGIC PLANNING

Pillars

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

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Divider Title: _____

EDUCATION PRIORITIES

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

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

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

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

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

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

1. Education - Reed, Sperling

EDUCATION PILLAR (NEC)

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
1. Education Standards and Reform -- America Reads component	Launch the national campaign to ensure that all children can read well and independently by age 8. After-school tutors are a primary component; Congress is also pressing for a teacher re-training effort.	Major launch in summer 1998. Negotiations next month over appropriations are critical.	Helps children in communities with low reading levels, especially low income children.	Education Dept. Funds for 1998 included in Budget Agreement, although appropriators are balking (they put funds in 1999). Needed increase for National Service is much more difficult to achieve.	Strong positive public reaction. However, support in Congress and from constituency groups is sparse.	Limited, but President should do a couple of events to launch program.

EDUCATION PILLAR (NEC)

2. Universal Early Learning	Commitment to provide every family with access to quality early learning resources for their children age 0-5. This could include: --a strong 0-3 focus; --expand and improve programs that now serve age 4-5; --Parents as First Teachers: build on America Reads effort to help families help their children; --Invest in Success: fund State efforts to meet universal goal: every family has access to quality early learning.	20 months: January 1998 announce-ment, push for enactment by Summer 1999.	Results in more children starting school ready-to-learn, reducing the need for remediation. Helps working families who need quality care for their children. Helps new parents and stay-at-home parents learn how to stimulate the learning potential of their young children.	Billions of dollars to improve and expand a variety of Federal programs and tax benefits. Natural follow-up to Early Learning efforts. A consensus is building on the need for action in this area.	Popular concept, good rallying point for Democrats; complements universal commitment to higher education. Right-wing opposes Parents-as-First-Teachers.	Significant
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EDUCATION PILLAR (NEC)

3. Education Technology	Complete and re-energize technology literacy goals: (1) connecting every classroom to Internet; (2) training teachers; (3) computers in the classroom; (4) high-quality educational software. (a) Current initiatives: 1. Technology Literacy Challenge Fund (State grants) 2. Universal Service Fund (b) Additional initiatives to complete the four goals: 1. Master teacher in every school. 2. Quality content on-line. 3. R&D on software and evaluation.	By "dawn of the new century"	Improves student performance by making learning more exciting, hands-on Prepares students for workplace of 21st century Increases parental involvement Teacher training critical to success of initiative Need R&D to improve state of the art of software, and conduct evaluation on impact of technology on student performance	Current funding on track to meet TLCF goal of \$2 billion over five years. Unless Universal Service Fund (\$2.25 billion/year) is tied up in courts, there is enough to fund connectivity. Won't reach goals on computers - which is 1 multimedia computer per 5 students -- without substantial match from private sector, state, local government. New initiatives: \$250 million/year (\$100 for the master teacher effort, \$50 for improving content on-line, \$100 for R&D on evaluation and improving the state of the art on educational software).	Very popular. Potential for elite media backlash unless you can demonstrate results Popular	Limited, but significant VP time commitment. (Enough POTUS time commitment to demonstrate it is a priority initiative).
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EDUCATION PILLAR (NEC)

4. College Access and Retention	1. National Presidential Campaign to communicate that with HOPE and other tax cuts, Pell Grants, and better loans, college is available to everyone at every point in their lives.	January to September 1998	Populations that under-utilize higher education and training: workers who could improve their skills, poor and middle income families, minorities, immigrants.	Modest cost for pamphlets, PSAs, conferences, and bully pulpit activity.	Everyone wants to take credit (they might even want to take part in the information campaign); no one should object.	Significant.
	2. Special focus on communicating to poor 6th and 7th graders that college is available, and helping them succeed in school so that they can go to college through a "guarantee" of aid to high-poverty schools, and school-college partnerships for mentoring and academic enrichment.	September 1997 or January 1998 to enactment in 1998	Children and families in high-poverty areas.	Guarantee would not have an FY 1999 cost. Mentoring program would cost \$200 to \$400 million in FY 1999 (one option would partially fund by using an existing pot of money)	Much support for mentoring from constituency groups, pundits and low-income advocates.	
	3. \$4,000 Pell Grant by 2002 (\$250 increase each year).	January 1998 to enactment in approps	Helps promote college attendance and retention by low-income individuals, who do not benefit much (if at all) from tax credits.		Higher ed groups elated; el-sec groups okay only if el-sec efforts not short-changed	

EDUCATION PILLAR (NEC)

5. Reducing Hispanic drop-out rate	Action plan would include funding boosts for key programs, and improvements to a variety of programs to improve how Hispanics are served. For example: --English-Spanish PSAs targeted to Hispanic regions, possibly involving the President. --50% increase for adult education (helping families learn English) or double Even Start funding. --Spanish toll-free education help line. --Plan for Title I parent training for LEP families. --Technology outreach to Hispanic schools.	Activities could start this fall. Multi-year effort will be required.	Reducing the dropout rate will allow more Hispanics to enjoy the benefits of the return to education, and improve overall Hispanic economic performance. Children's skills are closely related to their parents' education. Funding adult ed and Even Start helps families with low literacy skills, no high school diploma, and/or limited-English proficiency.	\$100 to \$400 million, depending on extent of effort.	Major effort would be extremely popular with Hispanic caucus. A few elements could prove controversial with other groups.	Limited
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EDUCATION PILLAR (NEC)

6. School Construction	(a) Current proposal: Provide up to 50% interest subsidy for new school construction and renovation. (b) Possible alternative: link to need for schools to be technology-ready.	4 years	Increase the amount of school construction by 25%. Target subsidy to urban and high-poverty districts that have the most significant needs. One-third of all schools facing extensive repair or replacement. New schools needed to address overcrowding caused by record enrollments. Same target group, focusing less on new schools and more on those needing extensive repair or replacement in order to take advantage of technology.	New budget commitment necessary. \$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states. State grants ensure that rural and suburban schools will also receive interest subsidies. Record enrollment this fall ensures that overcrowding will continue to be an issue of great concern. Funding would still need to be significant over time.	Bully-pulpit effect may be most important. Strongly supported by urban constituencies. Growing public recognition of problem, but many Republicans <i>strongly</i> oppose. Different approach may improve chances of passage, but could be seen as backtracking on the issue.	Limited
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EDUCATION PILLAR (NEC)

7. Job Training and Workers in Transition	1. GI Bill for America's Workers. Current initiative to reform and consolidate federal job training, adult ed and voc ed programs. Promote One Stop Career Centers. Empower individuals with Skill Grants	House passed legislation consistent with POTUS's principles. Senate expected to mark up legislation in Senate.	Dislocated workers, students in adult and voc ed programs will be served by a more efficient system with more accountability and individual choice.	Already in budget. Likely to continue moving in Congress, 50% chance of Senate passage this year, final passage likely next year.	Bipartisan. In September there may be an opportunity for the President to laud the bipartisan effort led by Senators Jeffords, DeWine, Kennedy and Wellstone.	Limited
	2. Expand availability of unemployment insurance to ease dislocations and stabilize the economy. Currently, only 35% of unemployed workers get UI benefits, down from @ 50% in '50s.	Requires legislation. Could be proposed in FY99 Budget.	Depends on the specific reforms adopted. Range is from 130,000 part-time workers to 680,000 part-time and low-wage workers.	Cost range: \$400 million/yr to 1.8 billion/yr depending on the package of reforms. Source: State UI trust funds. Some states might initially absorb additional beneficiaries without raising tax rates.	Difficult, but would have strong constituency support <i>and</i> validation from the bipartisan Advisory Council on Unemployment Compensation and mainstream economists. The time to act is now because state UI trust funds are in surplus.	Limited.

EDUCATION PILLAR (NEC)

	3. Improve support of dislocated workers.	Requires legislation.	Dislocated workers who can't find another job. Take up rates and eligibility screens would vary with the design of the program. Estimates of participation range from about 250,000 to 750,000.	\$200 million/year to \$2.6 billion depending on the package. (More Training for Dislocated Workers: \$800 million/yr.; Pell Grants for Dislocated Workers: estimates range from \$200 million/yr to \$1 billion/yr.; Pell/Training & Income Support: \$2.6 billion/yr.)	Democrats are generally supportive, but low unemployment may reduce pressure for more training opportunities.	Limited
8. School-to-Work	All 50 states creating comprehensive school-to-career systems.	Ongoing	Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.	No new budget authority needed. State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.	Bipartisan support, including business community; currently under attack by far-right groups.	Limited

EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
National Standards and Tests	Persuade 30-40+ states and 30-40+ major cities to sign up for national tests in 4th grade reading and 8th grade math by 1999.	April 1999	Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students.	No new budget authority needed.	Has potential for bipartisan and business support, although has attracted outspoken critics.	Significant
	Enact legislation establishing independent governing board (NAGB) for tests.	Sept 1998	Helps states and school districts hold schools accountable for performance.	National tests will cost \$16 million per year to develop and \$100 million per year to administer. Congress to consider an amendment this month to deny authority to spend any funds for these purposes.	Will require intensive public campaign to forge bipartisan congressional support.	
	Pilot tests in 1998 and make ready for nationwide use in Spring 1999.	April 1999		\$620 million requested for Goals 2000 in FY 98 budget. Committees have appropriated less.	Will require hard work to maintain support within the minority community.	
	Launch National Partnerships for improving reading and math achievement .	Feb 1998		Prospects for long-term success in most states are good but will require us to build and sustain broad nationwide support, and continue with aggressive efforts to address any local barriers to participation.		
	Support, through Goals 2000 and the IASA, all States in developing common academic standards for their students.	Ongoing		Must prevent any legislation delaying test development.		

EDUCATION PILLAR

School Reform: Urban Education Initiative	Promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do. Possibly require Title I schools to adopt no-social-promotions and other reform policies.	Legislation by end of 1998. Program duration: 5 years	Reconstitute low performing schools using proven school improvement models. Improve use of resources by urban school systems and provide more choice for parents. Restore public confidence in urban public school systems.	Requires new legislation and budget authority Approximately \$320 million per year for competitive grant program for 10-15 districts ("education empowerment zones") to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management. Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish this objective.	May be difficult to secure Congressional support -- suburban/rural members, voucher supporters and liberals against high stakes testing may oppose.	Significant
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EDUCATION PILLAR

School Reform: Public School Choice	Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today).	2001	Provides parents with options; increases accountability.	No new budget authority needed.	Has strong bipartisan support. Counter to Republican voucher proposals and Coverdell Amendment.	Significant
	Increase the number of states with charter legislation to 35.	1998	Stimulates improvement of all schools. Offers intervention strategy for low performing schools. Increases public awareness of choices available within the public school system; decreases calls for vouchers.	Administration's request for \$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools. Committees have appropriated less. Success depends on challenging state legislatures.	Some in education organizations and minority community are wary or opposed.	

EDUCATION PILLAR

School Reform: Training Good Teachers and Removing Bad Teachers	Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools.	Legislation by end of 1998. Program: 5 years	Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers. Provide models and support to strengthen teacher preparation programs.	New legislation and budget authority required. \$350 million over five years to support proposed Title V of Higher Education Act for recruiting teachers to high- poverty areas and strengthening teacher preparation.	Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.	Limited. President has already announced.
	Enable 100,000 teachers to seek national certification as master teachers.	9 years	Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development.	No new budget authority needed. Administration has requested \$105 million over five years to develop content area assessments and provide access to certification process for 100,000 teachers.		Limited
	Increase the number of states/districts with programs to remove incompetent teachers.	Host roundtable discussion on effective local efforts in Fall 1997.	Facilitate the removal of incompetent teachers from the classroom and increase public confidence in public schools.	No cost	Strong public support for getting tough on incompetent teachers and increasing support from teacher organizations.	Limited

EDUCATION PILLAR

America Reads: Tutoring for students who are behind, and related efforts	Launch national campaign to ensure that all children can read well and independently by age 8. After school tutors are a primary component; Congress is also pressing for a teacher re-training effort.	Major launch in summer 1998. Negotiations next month over appropriations are critical.	Helps children in communities with low reading levels, especially low income children.	Education Dept. Funds for 1998 included in Budget Agreement, although appropriators are balking. Needed increase for National Service is much more difficult to achieve.	Strong positive public reaction. However, support in Congress and from constituency groups is sparse.	Limited, but President should do a couple of events to launch program.
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EDUCATION PILLAR

School Construction	Provide up to 50% interest subsidy for new school construction and renovation.	4 years	Increase the amount of school construction by 25%. Target subsidy to urban and high-poverty districts that have the most significant needs. One-third of all schools facing extensive repair or replacement. New schools needed to address overcrowding caused by record enrollments.	New budget commitment necessary. \$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states. State grants ensure that rural and suburban schools will also receive interest subsidies. Record enrollment this fall ensures that overcrowding will continue to be an issue of great concern.	Strongly supported by urban constituencies. Growing public recognition of problem, and some potential for bipartisan support, although many Republicans vocally oppose. Description of initiative is based on legislation introduced last term; other policy options should be considered in order to increase chances for enactment.	Limited
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EDUCATION PILLAR

After School Learning Centers / Community Schools	See also Child Care Pillar. Current proposal would expand schools' capacity to address education needs by creating 500-1000 new after-school programs. Further expansions to be included in child care proposal.	1-2 years	Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 p.m. Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring. Provides parents with safe, educational programs for children during working hours.	No new budget authority needed. \$50 million requested in FY 1998 budget; House committee appropriated \$50 million but Senate committee appropriated only \$1 million.	Some bipartisan support. Public identifies this as key unaddressed education and childcare need.	Limited
School-to-Work	All 50 states creating comprehensive school-to-career systems.	Ongoing	Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.	No new budget authority needed. State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.	Bipartisan support, including business community; currently under attack by far-right groups.	Limited

EDUCATION PILLAR

Safe and Drug-Free Schools	Improve implementation of proposal by ensuring that federal funds support the most effective investments in safety and substance abuse prevention.	Ongoing	Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs. Will provide more models of programs that work for kids.	Department of Education reviewing options, including new legislation, for overhauling existing program. No additional budget impact is expected.	Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and efforts.	Limited
	Continue implementation of zero tolerance policy for guns in schools requiring a one-year mandatory expulsion for kids who bring guns to schools.	Ongoing	In some 6,000 cases, the student population was protected by removing students who brought guns to school.		Local districts likely to resist changes requiring more competition for funds or greater emphasis on results.	Limited
		Ongoing				
College Access and Enrollment	** TO BE PROVIDED BY NEC					
Education Technology	** TO BE PROVIDED BY NEC					

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ECONOMIC DEVELOPMENT AND COMMUNITY EMPOWERMENT PRIORITIES

Emphasis on New Policy Development. Since 1993, we have been successful in passing five key initiatives, which are already paying dividends: EZs, the second round of EZs, CRA reform, CDFI, and Brownfields. Nonetheless, we believe that increased focus on economic development, particularly creating job opportunities and training connections for people in very low-income urban and rural areas, is critically important. This is an area in which continued progress is essential, and we need a serious round of policy development to come up with meaningful ideas for the budget process.

High Priorities/Current Commitments

1. **Empowerment Zones:** Select two additional first-round zones, which must be done by February 1, 1998, and 20 second-round zones, which will be done through a longer interagency process. Secure EZ grant funding during the FY 98 and FY 99 appropriations processes.
2. **Community Development Financial Institutions:** Secure FY 98 funding during the appropriations process. While the House VA-HUD bill provides the President's full request of \$125 million, the Senate bill zeroes out the program, citing allegations of impropriety during the initial round of CDFI grant awards.
3. **Brownfields:** Secure requested funding during the FY 98 appropriations process to assess more contaminated former industrial sites and promote economic development of these sites.
4. **Reform of Public and Assisted Housing:** Secure enactment of legislation along the lines of the Administration's public housing and Section 8 project-based reform ("mark-to-market") proposals.

New Initiatives That Are Most Promising. While we are looking for these initiatives, as noted above, a few we are considering are listed below.

1. **Electronic Funds Transfer 1999:** Treasury is required to publish draft regulations in September to implement Electronic Funds Transfer 99, which requires all beneficiaries to receive their government checks electronically. Regulations must be in force by January 1, 1999.
2. **Housing Mobility:** Combine enforcement and voluntary proposals to promote housing choice. This initiative would enhance low-income and/or minority families' access to better housing and neighborhoods.
3. **Community Reinvestment Act (CRA) Expansion:** Build on the success of the CRA reform effort by using the bully pulpit and incentives to encourage nonbank financial institutions to accomplish the same level of service to all communities within their marketing area (which may be nationwide) that banks and thrifts have achieved through CRA. Note: This is intimately related to the tactics and strategies around the administration's pending financial services modernization proposal and needs to be thoroughly vetted with Sec. Rubin before moving forward.
4. **Lead Paint Reduction Initiative:** Possible new performance-based program for further reducing childhood blood lead levels, especially those of children in large central cities. Despite considerable progress in this area, the blood lead levels of children in this category, as well as those of low-income children in general, remain unacceptably high.

WELFARE REFORM PRIORITIES

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

High priorities / Current commitments

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

New initiatives that are most promising

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

Important initiatives that can be handled by others in the Administration

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

2. Renewing our Cities - Sperling, Reed, Klain

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Empowerment Zones	Continue implementation of program to promote sustainable economic development through strategic planning in our most distressed inner cities and rural communities.	First Round designated in December 1994 for 10-year awards. Second Round authorized in August 1997. Awards tentatively proposed for July 1998.	First Round benefits include a blend of tax incentives, including a wage tax credit, and grants ranging from \$100 million for Empowerment Zones (EZs) to \$3 million for Enterprise Communities (ECs). Second Round benefits include a blend of tax incentives, e.g., brownfields expensing, Work Opportunity Tax Credit (WOTC), and a grant award to be determined after FY 1998 appropriations process.	Costs of both rounds are \$6+ billion over ten years in tax incentives and grants. The first Round is in place, and we are moving forward on implementation of the Second Round. The Second Round tax provisions are included in the budget agreement. Grant funding for the Second Round zones must be secured through the appropriations process; prospects regarding FY 98 appropriations are mediocre at best.	Assuming same number of applicants as in the first round, the ratio of applicants to winners is 25 to 1. Thus, many mayors and their cities are likely to be disappointed.	Significant.
Private Sector Hiring of Welfare Recipients	Promote efforts of the Welfare to Work Partnership.	Ongoing (effort launched in May 1997).	Already signed up nearly 1,000 companies; goal of 5,000-10,000. Will lead to welfare-to-work programs at most major corporations and many small- and medium-sized businesses. Nationwide database to track job placement.	No additional funding required. Target major cities (and states with big caseloads like California) to sign up business community.	Has strong bipartisan support.	Significant. Regular events necessary to keep pressure on private companies.

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

Welfare to Work Jobs Challenge	Implement new \$3 billion Welfare to Work Jobs Challenge enacted in the budget, including awarding 25% of funds competitively to innovative projects.	Through FY 1999. Regulations will be released in late 1997; formula and competitive grants will be awarded in both FY 1998 and FY 1999 (program enacted in August 1997 in Balanced Budget Act).	Hundreds of high poverty/ high unemployment communities will receive funds to put long-term welfare recipients to work.	No additional funding required -- funding in Balanced Budget Act.	Has bipartisan support and strong support from mayors and other local officials.	Significant.
School Reform: Urban Education Initiative (See Education Pillar)	Promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do. Possibly require Title I schools to adopt no-social-promotions and other reform policies.	Legislation by end of 1998. Program duration: 5 years	Reconstitute low performing schools using proven school improvement models. Improve use of resources by urban school systems and provide more choice for parents. Restore public confidence in urban public school systems.	Requires new legislation and budget authority Approximately \$320 million per year for competitive grant program for 10-15 districts ("education empowerment zones") to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management. Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish this objective.	May be difficult to secure Congressional support -- suburban/rural members, voucher supporters and liberals against high stakes testing may oppose.	Significant

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

CRIME & CITIES: (See Crime Pillar) 100,000 More Police	Continue implementing Administration's signature program to increase police presence and expand community policing, and consider targeted new initiatives.	Implementation through FY 2000. New initiatives to be developed in FY 1998.	Majority of nation's police departments have received funds to hire a total of 63,000 new police (or equivalents) and for community policing training.	\$8.8 billion through FY 2000, nearly \$5.5 billion of which will have been appropriated as of FY 1998. New funds not necessary.	Bipartisan support.	Significant. Regular events to highlight signature crime initiative.
Juvenile Crime	Pass a comprehensive anti-gang and youth violence strategy.	House bill passed; Senate will consider bill this fall.	Would allow localities to replicate Boston's successful anti-gang/youth violence initiative (Operations Ceasefire/Nightlite).	\$400 million in House appropriations; \$220 million in Senate appropriations.	Republicans more supportive of enforcement; Democrats more supportive of prevention. Bipartisan opposition to gun provisions.	Significant.
National Drug Strategy	Enact/implement media campaign. Consider new initiatives for 1998 National Drug Strategy.	Media campaign needs to be implemented this fall. New initiatives due in February 1998.	Reduces drug use and its consequences; and reduces drug-related crime and violence.	Overall drug budget is \$16 billion. House and Senate appropriators support between \$110 and \$150 million for media campaign.	Speaker Gingrich and Republicans support media campaign, but not likely to support our other anti-drug initiatives.	Significant. Regular events to highlight drug problem and Administration initiatives.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Community Development Financial Institutions (CDFIs)	Continue implementation of CDFI program, which provides grants to create a national network of community banks, credit unions, loan funds, microlenders, etc. in low-income and distressed urban and rural communities.	The first awards were made last year totaling \$37.2 million in investments to 32 CDFIs. A second round of grants will be announced this September. Additionally, the House and Senate are currently considering the President's request to more than double CDFI funding (\$125 million).	To provide capital, credit, and basic banking services to low-income and distressed rural and urban communities.	Administration requested \$125 million for FY 98 and wants approximately \$1 billion over five years. This is a protected domestic Presidential priority under the budget agreement.	Republicans have opposed this program because it is so closely identified with the President. Recent articles in Business Week and other publications concerning alleged mismanagement may raise additional opposition.	Limited.

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

CRA Reform	Build on the success of the President's CRA Reform by expanding the law on a voluntary basis to non-bank banks, such as mortgage lenders, insurance companies, and securities firms.	DPC, NEC, and OVP will be reviewing proposals this fall. Ideally, this new initiative could be announced within the context of the race initiative over the next 12 months.	Initial CRA Reform has led to billions in new credit to distressed communities. For instance, home loans have risen 67.2% for African-Americans, 48.5% for Hispanics, 31.6% for Native Americans, and 16.4% for Asian Americans. Expanding CRA Reform would provide additional billions in new credit and capital.	No new funds required.	Politically, this new initiative would meet stiff resistance from Republicans and from non-bank financial institutions. Traditional banks should be in favor of this initiative because it has the potential to level the playing field.	Limited.
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ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
[E.G. UNDERCLASS, CITIES, WELFARE REFORM]

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Brownfields	Implement new tax incentive to encourage the cleanup and redevelopment of contaminated and abandoned sites. Seek additional grant funds to do more site assessment and promote economic development of cleaned-up sites.	Signed into law this August. The incentive sunsets in three years. EPA currently has a pilot program in place to provide site-assessment. Funds need to be appropriated this fall.	Allows immediate expensing of cleanup costs. Expected to benefit 14,000 sites. By providing site-assessment for private interests, increases probability that the site will be cleaned up and put into productive use.	\$500 million cost to Treasury, but will allow for \$1.5 billion in expensing. No new funds necessary; included in tax bill. The Administration has awarded \$20 million under the pilot program. EPA has requested \$300 million and HUD \$25 million. Funds need to be appropriated this fall. EPA funding is in good shape; HUD's chances of obtaining funding for this program are low.	General bipartisan support and strong support from mayors. Environmental groups support, but are not active on the issue. Same as above for EPA program.	Limited.

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

Homeownership Initiative	Continue implementation of initiative to create more homeownership opportunities by removing barriers facing first-time home buyers; elements include cutting the FHA mortgage insurance premium, enforcing fair housing laws, and creating Homeownership Zones.	Program started in 1995. The initiative is ongoing. New program features include encouraging police officers to move into HUD-owned properties in designated areas and allowing use of Section 8 vouchers for homeownership.	More than 2.5 million new homeowners to date. The expansion of homeownership over the last three years is the largest in thirty years. Benefits include lowering costs to purchase homes, making communities safer, and cracking down on racial barriers to homeownership.	Key costs: President's FY 98 budget includes \$50 million for home ownership zones and \$23 million for housing counseling. No funding has yet been provided for home ownership zones during FY 98 appropriations process. About \$15 million for counseling to be funded in FY 98 appropriations.	Bipartisan support for home ownership generally. Varying levels of support for Administration's initiative.	Limited.
Expansion of Low-Income Housing Tax Credit (LIHTC)	Consider expansion of LIHTC, a tax credit that encourages the private development of affordable housing for low-income persons.	DPC and NEC will review proposals this fall. Any proposed expansion will need to be considered during the FY 99 budget process.	This tax credit generates \$1.8 billion in private low-income apartment investment annually..	New funds will be necessary on the tax side of the budget, but no estimates are currently available.	In the past, opposition has been led by Chairman Archer of the Ways and Means Committee. Strong support from community groups, financial services industry, and non-profit intermediaries -- like LISC and Habitat for Humanity.	Limited.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Electronic Funds Transfer 1999	Issue regulations to encourage mainstream financial institutions to provide access to basic banking services to all Americans	Treasury is required to publish draft regulations in September to implement Electronic Funds Transfer 99, which requires all beneficiaries to receive their government checks electronically. Regulations must be in force by 1999.	Potential to provide basic banking services to 10 million unbanked Americans.	No new funds necessary.	Banks will oppose regulations if costs of providing services to unbanked are too high or not subsidized. Community groups may oppose regulations on a number of grounds, including excessive fees/costs, requirements to use only certain types of institutions, allowing check cashing operations and other "fringe" providers to act as financial intermediaries, etc.	Limited.

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

Reform of public and assisted housing	Continue to carry out commitment to demolish 100,000 units of nation's worst public housing. Reform public housing by: 1) allowing public housing agencies (PHAs) to attract and keep more working families in public and assisted housing while maintaining sufficient help for the poorest families; 2) giving PHAs greater flexibility while ensuring responsible management/upkeep of the nation's public housing stock. Maintain our commitment to the Section 8 program by: (1) Renewing expiring Section 8 contracts through appropriations; and (2) Reforming current practice of subsidizing above-market rents by restructuring Section 8 housing portfolio insured by FHA ("mark-to-market" proposal).	Working to enact reforms within the public housing authorization bill currently being considered by Congress. (House passed; Senate bill still awaiting floor action.) Demolition of distressed public housing and development of replacement housing ongoing over next 4 years. House and Senate have passed appropriations bills with provisions to renew Section 8 contracts. A version of mark-to-market (MTM) legislation is included in the Senate FY 98 VA-HUD bill (see right).	Significant portion of nation's worst public housing will be demolished and replaced with a mix of portable vouchers and new townhouse-style apartments with mixed-income occupants. Flexibility in setting rents can help tenants moving from welfare to work. Renewal of Section 8 contracts protects against displacement of tenants and possible spike in homelessness. Mark-to-market reform would reduce FHA losses and reduce discretionary subsidy costs and defaults.	The FY98 budget request contains \$524 million to revitalize severely distressed public housing--including demolition and replacement costs. The House and Senate appropriations bills have fully funded the Administration's request. Legislative proposal to reform rent rules and provide housing authorities with flexibility do not have large budget impacts. The President's budget contains \$9.2 billion for Section 8 contract renewals affecting 1.8 million units. The House enacted this level; Senate enacted \$8.66 billion. The Administration's mark-to-market proposal generates \$1.25 billion in savings between FYs 1998-2002.	General bipartisan support for rent-setting reforms to promote mixed-income housing, and greater flexibility and accountability for PHAs. Congressional Democrats concerned with possible failure to reserve sufficient housing for poorest families. General bipartisan support for tearing down of dilapidated public housing projects. Bipartisan support to renew expiring Section 8 contracts. Our MTM proposal does not have strong Congressional support and is opposed by owners of private housing projects and some tenant groups who prefer the Senate version. A HUD-Senate compromise version may be included in FY 98 VA-HUD	Limited.
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ECONOMIC OPPORTUNITY AND INDIVIDUAL RESPONSIBILITY PILLAR
[E.G. UNDERCLASS, CITIES, WELFARE REFORM]

Housing Mobility	Possible new initiative that would combine enforcement and voluntary proposals to promote housing choice.	The DPC and NEC are reviewing for possible inclusion in FY99 budget and announcement in context of race initiative.	Enhance low-income and/or minority families' access to better housing and neighborhoods.	Between \$50-\$100 million in new funding per year.	Some Republicans will oppose certain aspects (e.g., enhanced fair housing testing) on the grounds that these efforts represent unwarranted Federal intrusion into the housing market. Realtors may oppose for similar reasons. Supporters include fair housing and civil rights communities.	Limited.
Lead Paint Reduction Initiative	Possible new performance-based program for further reducing childhood blood lead levels, especially those of children in large central cities.	The DPC and the NEC are reviewing for possible inclusion in FY99 budget	To reduce children's exposure to lead paint in schools and homes.	Not yet determined.	Children's and public health groups support.	Limited.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	
Metropolitan Cooperation	Implement Vice Presidential initiative to promote greater regional cooperation and discourage urban sprawl in general. Special emphasis on Empowerment Zones.	Initiative announced in April 1997. Agencies are currently reviewing policies. Vice President will report on initiative at next White House Community Empowerment Conference, which may be scheduled in February, 1998.	Benefits central cities by reducing federal disincentives to urban investment, making "greenfields" less attractive as alternatives, and making the urban and regional economies more competitive. Central city residents in particular would benefit through linkage to greater regional job opportunities. Benefits suburbs, particularly inner- ring suburbs, by pooling resources and providing more efficient expenditures, improving the quality of life, and enhancing the regional economy. Benefits rural communities by preserving vital farmland.	No new funds currently necessary.	Some Republicans oppose because of perceived federal interference in what is viewed as a local matter. Developers, the real estate industry, and some private rights advocates would be expected to resist. Growing diverse consensus is supporting this initiative -- Mayors, county governments, farmers, environmentalists, and churches. New state legislation in number of states, such as Maryland and Minnesota, have shown the strength of this coalition.	Limited, assuming continued Vice Presidential involvement.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Welfare to Work Coalition to Sustain Success	Provide leadership and technical assistance to civic organizations and religious groups helping former welfare recipients succeed in the work force. Effort led by the Vice President.	Ongoing, with quarterly working conferences between the Vice President and the Coalition (effort launched in May 1997).	More than 20 national civic groups have joined, representing hundreds of local chapters throughout the country.	No additional funding required.	Has bipartisan support.	Limited, assuming continued Vice Presidential involvement.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Federal Government Welfare Hiring	Provide leadership, oversight, and assistance to federal agencies hiring welfare recipients. Effort led by the Vice President.	Ongoing, with goal of 10,000 hires by the year 2000 (effort launched in March 1997).	Will help at least 10,000 welfare recipients get jobs in the federal government.	No additional funding required. Requires an intensive outreach effort by agency personnel offices.	House Committee on Government Reform and Oversight conducted a hearing on the initiative in April 1997 and has indicated its interest in continued oversight.	Limited.
Welfare to Work Transportation	Provide funds to help communities provide transportation for people leaving welfare for work.	Seeking authorization in fall of 1997 as part of NEXTEA; would require yearly appropriation (proposal made by the President in his FY 1998 budget).	Will help the 94 percent of welfare recipients who do not own cars; in particular will help those individuals living in rural areas or in cities where most of new jobs are in the suburbs.	Requires \$600 million in new funds over six years (\$100 million a year).	Has support, but most local officials and members of Congress have other transportation priorities.	Limited.
Reward States for Successful Job Placement for Welfare Recipients	Welfare law provides work performance bonuses to states most successful in moving people into jobs. Formula and criteria to be developed by HHS in consultation with states.	Will develop bonus system by end of 1997; award bonuses in fiscal years 1999-2003.	States will have to track success in job placement and retention, tell us how many people leave welfare for work.	No additional funding required -- \$1 billion cost was included in welfare law. Will require additional tracking by states.	Has strong bipartisan support.	Limited.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Parental Responsibility	Increase child support collections to over \$20 billion by the year 2000 through strict enforcement of new hire reporting, license revocation, centralized state collections, and streamlined paternity establishment requirements of the new welfare law.	Ongoing effort to monitor state compliance with provisions enacted as part of the new welfare reform law and earlier legislation.	One in four children live in a single parent household and may need child support enforcement services. Currently, there are about 20 million families in the child support system.	No additional funding required. Implementing the new child support enforcement procedures will require enormous efforts by states, with guidance and oversight from the federal agencies.	Tougher child support enforcement has broad bipartisan support; however, some women's groups advocate a federalized child support system, rather than the current federal-state partnership.	Limited.
	Increase involvement of both parents, particularly fathers, in children's lives through grants to states for access and visitation programs (part of new welfare law) and new initiatives to be determined.	Develop possible new initiatives in the fall of 1997, perhaps as part of the race initiative.	Only 68 percent of children live with both parents, a proportion which has declined over time for all ethnic groups. (Currently 75 percent of white children, 62 percent of Hispanic children, and 33 percent of African American children live in two parent households.) Involvement of both parents improves the well being and future prospects of children.	New initiatives, to be determined, may require additional funding.	While the goal of promoting two parent families is accepted across the political spectrum, there are vastly different views of how to achieve that goal.	Limited.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Teen Pregnancy Prevention	Reduce the teenage pregnancy rate by one-third by the year 2005 by promoting the efforts of the National Campaign to Prevent Teen Pregnancy, funding community based prevention efforts, developing proposals to reduce statutory rape, and other new initiatives to be determined.	Ongoing.	More than 4 in 10 young women become pregnant before age 20 and 75 percent of teens who give birth do so outside of marriage. Preventing teen pregnancies improves the economic prospects of young people, decreases welfare dependency and child poverty, and reduces the need for abortions.	No additional funds are expected to be required, but ongoing funding of key health and social services programs is essential. The National Campaign is supporting state and local actions, enlisting the help of the media, and ensuring the best research and facts are available.	Political disagreements remain over contraception vs. abstinence based approaches.	Limited.
Tracking the Progress and Implementation of Welfare Reform	Monitor state and local welfare reform efforts and help them solve implementation problems (i.e., whether FICA must be paid for workfare participants). Promote research and evaluation of welfare reform efforts.	Ongoing.	Will help ensure that welfare reform promotes work and protects kids. Provides ideas for possible new initiatives.	No additional research funds are expected to be required but some effort may be necessary to get full appropriation. (About \$40 million a year is needed; \$20 million of that was included as mandatory funds in welfare reform law.)	May help allay concerns about effects of welfare reform. May entail criticizing state and local political allies and praising political opponents.	Limited.

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

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
Return to Work	Increase the number of individuals on SSI or SSDI disability rolls who leave for work by enacting the President's Ticket to Independence proposal which would increase the availability of private rehabilitation services for beneficiaries by rewarding providers who successfully return people to work. In addition, other new initiatives may be developed.	Ongoing effort to enact legislation in the 105th Congress.	Improves economic status of the disabled. May in the long run reduce federal entitlement costs.	No additional funding required -- Ticket to Independence proposal is cost-neutral within the budget window.	Bipartisan interest in the issue. In addition to our proposal, Republican and Democratic Congressional proposals have been offered.	Limited.

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3

Divider Title: _____

3. Environmental Protection - McGinty, Sperling, Gibbons

RANKING OF ENVIRONMENTAL PILLAR PRIORITIES

CEQ is currently organized around five priority areas: resource stewardship; protecting communities from toxics; sustainable communities; global leadership; and reinvention. The Environmental Pillars memo summarizes the main set of initiatives to which the Administration is already committed within each of these priority areas and identifies a few new proposed initiatives. The memo does not attempt to list all of the major environmental initiatives that CEQ or other Federal environmental agencies are working on, but only those which are arguably of a Presidential nature and are achievable in this term.

This cover memo ranks the sets of initiatives in the Environmental Pillars in terms of their overall priority. Some of the sets of initiatives that are identified in the memo consist of more than one part. In those cases, the individual parts have been listed in order of importance in the body of the Environmental Pillars memo.

In general, environmental issues require a relatively small portion of the POTUS' direct time. However, for the Administration to succeed on most of the cases that are listed, it is necessary for the POTUS to make it clear that the issue is a priority and that the Administration will fight for its position.

Furthermore, environmental issues offer an array of opportunities for visually compelling and inspirational accomplishments that yield a high ratio of benefits to the nation and the party relative to the effort required to achieve them. However, for the content of the message of these accomplishments to convey successfully to the public, the POTUS often needs to be the messenger. In short, we can realize a significant "bang-for-our-buck" on environmental issues -- strong, positive press requiring only minimal Presidential time.

HIGH-PRIORITY CURRENT COMMITMENTS

- (1) **CLIMATE CHANGE**
- (2) **SAVING THE GREAT PLACES**, especially Yellowstone, Headwaters, Utah, and the Everglades
- (3) **AMERICAN HERITAGE RIVERS**
- (4) **PROTECTING COMMUNITIES FROM TOXICS**

NEW INITIATIVES THAT ARE MOST PROMISING

- (5) **NEXT GENERATION CLEAN WATER**
- (6) **NEW PARKS INITIATIVE** ✓
- (7) **SUSTAINABLE COMMUNITIES**
 - o Air, Energy, and Transportation
 - o Sprawl Review/Metropolitan Strategies

IMPORTANT INITIATIVES BY COULD BE HANDLED BY OTHERS

- (8) **ENVIRONMENTAL REINVENTION**
- (9) **INTERNATIONAL AGREEMENT ON PERSISTENT TOXICS**

ENVIRONMENT PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
SAVING THE GREAT PLACES <u>Examples:</u> - o Yellowstone - o Headwaters' redwoods - o Everglades - o Utah Monument - o Grand Canyon - o Lake Tahoe - o Northeastern Forests	Goal is to preserve some of the defining features of the American natural heritage that have been threatened by overuse or incompatible development. Commitment: Except for Northeastern Forests initiative, all of these efforts are existing commitments of the POTUS or VPOTUS. Responsibility: Ongoing initiatives managed by inter-agency teams led by CEQ.	Timing of the initiative varies with the place in question: (1) <u>FY 1998</u> -- Yellowstone, Headwaters, Everglades require FY 98 budget before further action. (2) <u>Ongoing</u> -- Utah, Lake Tahoe, Grand Canyon to be implemented through end of second term. (3) <u>New</u> -- Northeastern Forests initiative could be ready early 1998.	<u>National benefits include:</u> preserving symbols of pride for all Americans; conserving important areas for the enjoyment of future generations; and saving places of spiritual significance as part of God's creation. <u>Local benefits vary.</u> Generally, the Adm. has proposed policies that are more sustainable over time: Yellowstone pristine conditions saved; Old growth timber saved in Headwaters; Everglades water kept clean; Utah countryside preserved; Grand Canyon water quality and peace restored; Lake Tahoe to receive focused support and technical assistance; Northeastern Forests helping to preserve private forest lands.	Very little direct use of time of POTUS, although bully pulpit opportunities available. However, vetoes may be required to enforce budget agreement or prevent rollback bills. The Administration already has made significant progress in most of these efforts. <u>Kinds of "costs" required:</u> (1) <u>Acquisition</u> -- In some cases, land must be exchanged for other property or acquired with cash. Yellowstone and Headwaters will cost up to \$315 million total. Everglades will cost about \$269 million in FY 98. (2) <u>Regulation of Activities</u> -- In some cases, restrictions on recreation (Grand Canyon, Lake Tahoe) or development (Utah), although these restrictions can lead to a more sustainable form of development in future (Everglades, Headwaters, Northeastern Forests).	Initiatives generally are very popular and enjoy bipartisan support.

ENVIRONMENT PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
NEW PARKS INITIATIVE (four parts)					
(1) E. O. PROTECTING NATURAL VALUES IN PARKS	E.O. would direct federal agencies to place protection of park resources first in decisions that affect parks. E.O. would be a new proposal with DOI responsible.	Late fall, 1997	There are 266 million visits to National Parks a year and the total is rising. The E.O. would help preserve the natural park experience for future generations by aiding park managers in setting priorities among competing demands for park resources and in their dealings with other Federal agencies whose actions affect parks.	Requires little direct time of POTUS except announcement. However, very visually compelling tour of parks could be planned. An E.O. could be developed with relative ease by late fall. However, an interagency process would be required to ensure that the "protect the parks" mandate was sufficiently compatible with the mission of other agencies.	If carefully crafted, an E.O. would be very popular generally and with Democrats specifically. However, most Republicans would probably view it in partisan terms and call it a political ploy.
(2) REGIONAL PUBLIC LAND ACQUISITIONS. <u>Examples</u> include Yellowstone and the Appalachian Trail.	Agencies have large list of pending needs for major regional acquisitions for parks and other public lands. Commitment/Responsibility: Acquisitions are new. Lists prepared by DOI and USDA with OMB and CEQ.	First round, September 1997. Next round, FY 1999 budget submission. Subsequent rounds, if any, part of budget submissions for FY 2000 and FY 2001.	<u>Yellowstone</u> -- Additional measures to protect Yellowstone include new rangeland to help prevent bison starvation and legislation to protect Old Faithful. <u>Appalachian Trail</u> -- The final sections needed to complete the trail to be acquired.	The first round is nearly ready for release and will be funded by \$385 million set aside as part of the budget agreement for FY 1998. Federal land agencies possess a backlog for potential acquisitions of hundreds of millions of dollars in future rounds. State and local governments are applying pressure to receive more of the money directly.	Little direct time of POTUS required. However, commitment must be made to provide funding and fight for it. Acquisitions such as these, where there are willing buyers and sellers, are very popular around the country and in Congress. However, acquisitions are subject to the criticism that we are not able to maintain properly the properties that we have already acquired (see below).

ENVIRONMENT PILLAR

(3) SPECIAL TREASURES <u>Examples:</u> - o Hanford Reach; - o Wilderness designations; - o Civil War battlefields.	A proposal could be assembled that would conserve areas of special significance that are threatened by deterioration, overuse, or development. Commitment/Responsibility: These are new commitments. DOI would lead in most cases except Hanford Reach where DOE has lead.	End of 1997 for non-budget components. FY 1999 budget submission for other proposals.	<u>Hanford Reach</u> -- Administrative protection of rare, undeveloped area of river in Washington State that was formerly part of a defense reserve. <u>Wilderness designations</u> -- Pending recommendations include 17 areas existing within current parks. <u>Civil War Battlefields</u> -- Heritage of numerous battlefields, including Gettysburg, are suffering from decay of artifacts, monuments, and markers.	Little direct use of time by POTUS required. However, Administration would have to make clear that proposals neglected in past are now priorities. <u>Hanford Reach</u> -- Level of protection could be achieved through legislation proposed by Senator Murray and could be supported though administrative actions <u>Wilderness</u> -- Designations are ready to go, but would require legislation in which this Congress has shown little interest. <u>Civil War Battlefields</u> -- Could require tens of million of dollars. Critics would say that there are more pressing needs, even in the parks.	Many of these initiatives have failed to gain sufficient attention as individual proposals. However, if they were packaged as a national effort to conserve special treasures they may gain wider support. Most of these proposals should enjoy strong Democratic support. By appealing to national pride, proposals to protect Civil War battlefields should also expect to receive bipartisan support.
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ENVIRONMENT PILLAR

(4) PRESERVING THE NAT'L PARKS EXPERIENCE: - o Reducing congestion & pollution; - o Maintaining the quality of natural settings; - o Improving scientific understanding.	Americans are loving their parks to death through sheer volume of annual visit. Initiative provides resources needed to preserve condition of the park system. Commitment/Responsibility: Although Adm. already has commitment to preserve parks, initiative would take commitment to higher level. DOI with lead responsibility in consultation with CEQ, OSTP and OMB.	Mainly annual budget submissions for FY 1999-2001.	<u>Congestion/Pollution</u> -- Increasing trips have produced frustrating traffic jams and degrading haze. Alternative transportation plans for major parks could be instituted on trial basis and expanded for others in future. <u>Maintenance</u> -- The National Parks suffer from a huge backlog of projects to maintain the condition of resources and ranger facilities. <u>Scientific Research</u> -- Research could establish a baseline, now largely lacking, for the condition of park resources and examine ways to preserve them.	Little direct time of POTUS required. Commitment required on part of Adm. to find additional resources. <u>Congestion/Pollution</u> -- NEXTEA has \$161 million a year for six years for parks. Appropriations will be required and must compete with traditional road programs. <u>Maintenance</u> -- Backlog estimated as high as \$8 billion. Proposals for funding other than appropriations exist, but most raise concerns of their own. They include changing entrance fees, creating special parks bonds, seeking corporate donations, reforming concessions fees, selling commemoratives, and moving certain programs off-budget. <u>Scientific Research</u> -- Of the \$8 billion in total backlog needs, over \$800 million is for scientific research.	All of the proposals to improve the quality of the experience at parks are popular and enjoy bipartisan support. However, proposals also generally suffer from stiff competition for funding for other priorities which sometimes have better organized support (such as highway construction or land acquisition). In addition, any proposal to raise more money for use by the park system would have to be carefully crafted to ensure broad, bipartisan support for it.
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ENVIRONMENT PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
PROTECTING COMMUNITIES FROM TOXICS (FIVE PART KALAMAZOO PROPOSAL)				None of the Kalamazoo initiatives require much if any direct POTUS time. However, getting Superfund money may require great effort such as veto of VA-HUD bill.	
(1) SUPERFUND	Clean up 900 Superfund sites Existing commitment with EPA in lead.	Superfund cleanup through 2000, but needs to be accelerated in FY 98.	One in four children lives near a Superfund site. Populations exposed to toxics are often economically disadvantaged or minorities. Regionally, toxic contamination is often concentrated in the industrial corridors of the Northeast-Midwest region and CA, although by statute every state has at least one site.	Administration has proposed \$700 million increase in Superfund to \$2 billion a year. A broad business coalition, led by oil, chemical, and heavy industry, oppose additional funding for Superfund unless changes are made in their liability for toxic contamination.	Proposal tends to unite Democrats from industrial states. Opponents argue the program spends too much on lawyers and not enough on cleanup. Administration will have to fight hard to secure funding while preventing "rollback" legislation.
(2) BROWNFIELDS	Redevelop brownfield sites Existing commitment with EPA in lead with HUD	Brownfields tax credit in tax bill; remainder in FY 98 budget.	Mayors and urban areas are especially supportive of cleanup and redevelopment projects such as the brownfields proposal. Cleanup and redevelopment also creates jobs for workers and in many cases has union support.	Brownfields tax credit will cost \$1.5 billion over three years. Appropriations for FY 1998 still required.	Proposal unites Democrats from urban areas and has bipartisan support.

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(3) RIGHT-TO-KNOW	Provide public information on pollution in communities Existing commitment with EPA in lead.	Major right-to-know on Earth Day; more policies possible in second term, such as targeting by sectors.	Right-to-know is a major and widely popular empowerment tool for communities and local leaders.	Opponents argue that Right-to-know proposals are inaccurate and costly to industry and run counter to Administration reinvention efforts.	Proposals are widely popular and present a good New Democrat message of empowerment. Administration has substantial authority it can use with only a slight chance of Congressional reversal if pursued carefully.
(4) GREAT LAKES	Protect Great Lakes from toxic pollutants Existing commitment with NOAA in lead.	Great Lakes proposal needs funding in FY 98 budget.	The Great Lakes are the major source of freshwater for drinking and recreation in the region.	Great Lakes funding for toxics is only a few million dollars a year from the NOAA budget. However, much greater attention is required to secure funds.	Money has not been provided by a Congress more interested in using limited NOAA funds for pet projects.
(5) ENVIRONMENT CRIMES	Legislation to get tough on environmental Polluters Existing commitment with DOJ in lead.	Env. crimes bill already introduced	State Attorneys General and district attorneys back greater support in fighting environmental crimes.	Environmental crimes bill more clearly places the cost of pollution cleanup and restitution on the polluter.	Bipartisan support exists for the bill with very little industry opposition.

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NEXT GENERATION OF WATER PROTECTION	A new set of clean water proposals for the next 25 years focusing on nonpoint source pollution. Commitment/Responsibility: New Commitment. EPA lead responsibility, but including interagency team of NOAA, DOJ, DOI, USDA, and others.	11/98 -- 25th anniversary of the Clean Water Act.	Presents positive vision of water protection in contrast to the "dirty water" bills of the last Congress. Measures would focus on nonpoint sources of pollution, the major remaining source of pollution in waterways. Benefits would include restoration of areas such as Chesapeake Bay and reduction of threats to fisheries such as the Gulf of Mexico "dead zone."	Little direct POTUS time required except to approve and announce proposal. VPOTUS and OMB would be involved in development of proposal. Costs would depend upon kind of legislative and administrative measures proposed. Potential measures include market mechanisms and incentive-based programs, such as tax incentives and permit trading, and targeted regulations.	Clean Water enjoys bipartisan support, especially in the Eastern U.S. and the West Coast. However, bipartisan opposition in rural and farm communities could arise depending upon proposal.
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SUSTAINABLE COMMUNITIES: American Heritage Rivers	Help communities pursue economic, environmental, and cultural values of river resources by improving delivery of Federal services and designating 10 American Heritage Rivers. Commitment/Responsibility: Existing SOTU commitment with CEQ in lead with interagency team.	Announce final initiative in September and designate 10 AHR by Early 1998.	Benefits go directly to local communities. Will help communities preserve their culture, restore their environment, and create economic opportunity. Designated communities will receive Presidential recognition of their special significance, greater Federal assistance focused on needs that they identify, and support for efforts to attract private sector investments. AHR is especially popular in the Northeast and Mississippi Basin.	Little direct time of POTUS and VPOTUS required except to approve and announce final program design and make river designations. AHR initiative will use existing resources and will impose no new government regulations. Initiative likely to be implemented on schedule and according to goals.	Program enjoys bipartisan support, especially from members in the Northeast-Midwest region. Western Republican property advocates fear program will lead to usurpation of individual property rights and divert money from their other priorities.

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SUSTAINABLE COMMUNITIES: Air, energy, and transportation (Three parts)	Goal is to integrate air, energy and transportation policies into a crosscutting approach that reduces pollution while growing the economy.				
(1) AIR POLLUTION	Commitments/Responsibilities: Clean Air Act is an existing commitment with EPA in lead.	CAA to be implemented through second term. Fight over ozone/pm rules could occur this fall.	Ozone/pm rule saves 15,000 premature deaths; 350,000 cases of aggravated asthma; and 1 million cases of significantly decreased lung function in children.	Little direct time of POTUS required, although veto of clean air bills may be needed. CAA compliance costs industry billions of dollars a year. Burden on state and local governments in areas that are out of compliance with standards. Especially hit are industries that make autos or produce or consume large amounts of fossil fuels. Although defense of the ozone/pm rules would require an all out battle, the Adm. is likely to maintain support for a veto in House and/or Senate.	Clean Air issues often divide along regional lines as much as party lines. Accordingly, the ozone/pm rule has tended to split the Northeast from the Midwest and South.

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(2) ENERGY	PNGV is existing commitment with an interagency team led by Commerce and much POTUS involvement. Electricity position is being developed by NEC process with interagency team led by DOE	PNGV continues through second term/ Electricity restructuring proposal being developed but could take years to enact.	Partnership for Next Generation of Vehicles (PNGV), a joint effort with the auto industry, to triple the fuel efficiency of cars while keeping them safe and affordable. Electricity Restructuring estimated to save consumers billions of dollars a year by introducing choice into retail electricity markets. Provides opportunity to promote alternative energy sources that create U.S. jobs while reducing pollution.	Little direct time of POTUS required, although veto of clean air bills may be needed. VPOTUS involved in PNGV and clean air and likely to be involved in electricity. PNGV is a nonregulatory approach that costs the government about \$250 million a year and is proceeding well. Restructuring raises concerns about shifts in costs between regions, stranded costs of uncompetitive utilities, and potential increases in pollution if not addressed.	Energy issues also often split along regional lines, such as consumer versus producer states. However, Democrats tend to be more supportive of alternative energy policies. PNGV generally is well supported on a bipartisan basis. Congressional consensus on restructuring currently is lacking.
(3) TRANSPORTATION	Transportation is existing commitment led by DOT and NEC process.	NEXTEA bill likely to be acted on this Congress.	NEXTEA provides Congestion Mitigation Air Quality grants to promote transportation while reducing pollution. CMAQ is especially useful to communities that need help in meeting the CAA.	Adm. proposed 30% increase in CMAQ to \$1.3 billion a year. Opponents want unrestricted transportation money. Some version of Administration proposal likely to survive in final bill.	Transportation issues also have a regional edge, but CMAQ is generally well supported by Democrats.

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SUSTAINABLE COMMUNITIES: Sprawl Review	Identify Federal policies that contribute to urban disinvestment and suburban sprawl. Commitment/Responsibility: VPOTUS made commitment to conduct review of policies, but no remedies to sprawl have yet been proposed. CEQ is taking the lead and is working with the CEB.	Proposed by PCSD in Jan. 1997. Announced by Vice-President in April 1997, (empowerment zone conference). Interagency report due Dec. 1997. Proposed policy changes could be ready in early 1998.	Center cities will benefit from greater coordination of Federal assistance and elimination of incentives for urban disinvestment. Suburbs will benefit from reducing policies that encourage sprawl, congestion, and air pollution. Rural areas will benefit from a the lessening of pressure on prime farmland and small town character and traditions. Mutual cooperation between center cities and suburbs could also contribute to positive racial dialogue between groups that are often separated	Very little direct use of POTUS time is required. VPOTUS will be involved in review of final policy proposals. No new Federal resources will be required. Current resources will need to be better used. Resources that have been promoting sprawl and urban disinvestment would need to be eliminated or redirected	Initiative presents an opportunity for center city Democrats to work together on common causes with suburban independents.

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SUSTAINABLE COMMUNITIES: Metropolitan Partnerships	Crosscutting partnerships among the Federal government, cities, suburbs, and rural areas in six regions to combat connected set of issues such as urban disinvestment, sprawl, and environmental degradation. Commitments/Responsibilities: Adm. committed in concept but not yet committed to specific policies or approaches. CEQ has worked with CEB in taking lead but broader W.H. participation needed.	Proposed by the President's Council on Sustainable Development in Jan. 1997. McArthur Foundation to recommend policies late fall 1997. Adm. initiative could be announced in early 1998.	Center cities will benefit from greater coordination of Federal assistance and elimination of incentives for urban disinvestment. Suburbs will benefit from reducing policies that encourage sprawl, congestion, and air pollution. Rural areas will benefit from the lessening of pressure on prime farmland and small town character and traditions. Mutual cooperation between center cities and suburbs could also contribute to positive racial dialogue between groups that are often separated.	Little direct POTUS time required, although more visible W.H. role is needed. VPOTUS has begun to get involved. No new Federal resources will be required. Current resources will need to be better used. Resources that have been promoting sprawl and urban disinvestment would need to be eliminated or redirected. Effort is very manageable because the initial scale is limited to only six regional partnerships.	Initiative presents an opportunity for center city Democrats to work together on common causes with suburban independents.

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REINVENTION OF ENVIRONMENTAL POLICY					
ALTERNATIVE COMPLIANCE LEGISLATION	Goal promotes performance based compliance with envir. laws. Adm. committed to work on bill but has not yet given endorsement. CEQ and OMB in lead with EPA.	<u>Fall, 1997</u> -- Draft Legislation to promote alternative compliance is being considered by Congress	Help industry reduce the costs of complying with environmental laws while maintaining same level of protection.	Little direct time of POTUS required. Greater burden placed on government to ensure that same level of protection will be provided through alternative compliance strategy.	Good New Democrat approach.
HABITAT CONSERVATION PLANS (HCPs)	Voluntary agreements to protect wildlife habitat that give landowners certainty in managing their property. Adm committed to policy with DOI, USDA, and NOAA in lead roles.	Adm. is currently entering into record number of HCPs. Legislation to expand HCPs could be acted on this fall.	The Administration has completed 190 HCPs covering 4.4 million acres of land.	Little direct time of POTUS required. HCPs must be carefully crafted, often through lengthy negotiations, to ensure that there are no loopholes or uncertainties.	Congressional amendments to the Endangered Species Act likely to be controversial, but Administration could support provisions providing expanded HCP authority.

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GLOBAL LEADERSHIP					
CLIMATE CHANGE NEGOTIATIONS (Note: technology approaches to reducing greenhouse gas emissions are discussed in Science and Technology Pillar.)	Negotiate an international agreement to reduce greenhouse gases. Commitment/Responsibility: Existing commitment from SOTU and elsewhere. White House directed effort with interagency team led by State.	White House Conference on Climate Change in early October. Negotiations in Bonn in late October and in Kyoto in December. Key decisions must be made by mid-October.	Benefits of reducing greenhouse gases include reducing risk of: harsh weather events such as heat waves, severe storms and flooding; increase spread of disease; and loss of agricultural productivity. Many of the measures that could be taken to reduce emissions could also improve the efficiency of the U.S. economy, create economic opportunity in new U.S. industries, and bolster exports in environmental technologies.	Effort will require fair amount of direct involvement from POTUS and VPOTUS between now and end of year (events, W.H. conference, policy reviews, and Kyoto) and will require use of political capital. Climate change policies to reduce emissions could impose significant cost to industry. They are opposed by a broad coalition led by auto interests and industries that produce or consume substantial amounts of fossil fuels. It will be challenging to craft an agreement that satisfies environmentalists and European allies and will clear the U.S. Senate.	There is bipartisan support for action on climate change. However, opposition is led by Democrats from coal and car states and is backed by most Republicans.
PERSISTENT POLLUTANTS	Treaty to ban the most persistent toxic pollutants Existing SOTU commitment with State in lead.	Negotiations proceeding very slowly.	Treaty would help reduce penetration of global environment and food chain by persistent toxics.	Negotiations at this time do not rise to the level requiring involvement of the POTUS and may not develop to point where they will. Developing countries are concerned about the unequal burden of costs.	Issue has not yet sufficiently emerged to have serious ramifications.