

Reinventing Government (NPR) with their agency's primary liaison and a list of events the agency will conduct to engage Americans in conversations about improving Government service. This monthly report should provide the date and a brief description of each event.

3. Agencies shall engage the largest number of customers possible in these conversations. The use of all forms of media is encouraged to reach the largest possible audience. Particular emphasis should be placed on conducting these conversations in the areas where agency customers live and work.

4. In 1998, agencies shall put in place a process to address customer complaints. Agency customers should be provided opportunities for finding solutions to problems, such as "Problem Solving Days" and other venues. Agencies shall track and analyze the data they receive and use it to change processes that do not serve customers well. As your agency identifies individual problems, work to solve them quickly and systematically.

5. Agencies shall use the information from "Conversations with America" and continue to track customer service measurements, then take necessary actions to change or improve how the agency operates, as appropriate. Integrate what your agency learns from its customers with your

agency's strategic plans, operating plans, and performance measures required by the Government Performance and Results Act of 1993, reporting on financial and program performance under the Chief Financial Officers Act of 1990, and the Government Management Reform Act of 1994.

6. As required by my memorandum on improving customer service of March 22, 1995, each agency shall, on at least an annual basis, report on the customer service results they have achieved in terms readily understood by individual customers. Agencies shall continue actions required by Executive Order 12862 as well, including, but not limited to surveying employees and conducting benchmarking studies to assure we achieve customer service for the American people that is equal to the best in business.

*Independent Agencies.* Independent agencies are requested to adhere to this directive.

*Judicial Review.* This directive is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

WILLIAM J. CLINTON

## Message to the Congress Transmitting the 1998 National Drug Control Strategy

March 3, 1998

*To the Congress of the United States:*

On behalf of the American people, I am pleased to transmit the *1998 National Drug Control Strategy* to the Congress. The *1998 Strategy* reaffirms our bipartisan, enduring commitment to reduce drug use and its destructive consequences.

This year's *Strategy* builds upon the 1997 *Strategy* and is designed to reduce drug use and availability in America in half over the next 10 years—a historic new low. This plan has been developed under the leadership of General Barry McCaffrey, Director of National Drug Control Policy, in close consultation with the Congress, the more than 50 Federal agencies and departments involved in the fight against

drugs, the dedicated men and women of law enforcement, and with stakeholders—mayors, doctors, clergy, civic leaders, parents, and young people—drawn from all segments of our society.

I am also proud to report that we have made real and substantial progress in carrying out the goals of the 1997 *Strategy*. Working with the Congress, we have begun the National Anti-Drug Youth Media Campaign. Now when our children turn on the television, surf the "net," or listen to the radio, they can learn the plain truth about drugs: they are wrong, they put your future at risk, and they can kill you. I thank you for your vital support in bringing this important message to America's young people.

Together, we enacted into law the Drug-Free Communities Act of 1997, which will help build and strengthen 14,000 community anti-drug coalitions and brought together civic groups—ranging from the Elks to the Girl Scouts and representing over 55 million Americans—to form a Civic Alliance, targeting youth drug use. By mobilizing people and empowering communities, we are defeating drugs through a child-by-child, street-by-street, and neighborhood-by-neighborhood approach.

We have also helped make our streets and communities safer by strengthening law enforcement. Through my Administration's Community Oriented Police (COPs) program, we are helping but 100,000 more police officers in towns and cities across the Nation. We are taking deadly assault weapons out of the hands of drug dealers and gangs, making our streets safer for our families. We have taken steps to rid our prisons of drugs, as well as to break the vicious cycle of drugs and crime. These efforts are making a difference: violent crime in America has dropped dramatically for 5 years in a row.

Over the last year, the United States and Mexico reached agreement on a mutual *Threat Assessment* that defines the scope of the common threat we face; and, an *Alliance* that commits our great nations to defeating that threat. Soon, we will sign a bilateral *Strategy* that commits both nations to specific actions and performance benchmarks. Our work to enhance cooperation within the hemisphere and worldwide is already showing results. For example, Peruvian coca production has declined by roughly 40 percent over the last 2 years. In 1997, Mexican drug eradication rates reached record levels, and seizures increased nearly 50 percent over 1996.

We are making a difference. Drug use in America has declined by 50 percent over the last decade. For the first time in 6 years, studies show that youth drug use is beginning to stabilize, and in some respects is even declining. And indications are that the methamphetamine and crack cocaine epidemics, which in recent years were sweeping the Nation, have begun to recede.

However, we must not confuse progress with ultimate success. Although youth drug use has started to decline, it remains unacceptably high.

More than ever, we must recommit ourselves to give parents the tools and support they need to teach children that drugs are dangerous and wrong. That is why we must improve the Safe and Drug-Free Schools program, and other after school initiatives that help keep our kids in school, off drugs, and out of trouble. We must hire 1,000 new border patrol agents and close the door on drugs at our borders. We must redouble our efforts with other nations to take the profits out of drug dealing and trafficking and break the sources of supply. And we must enact comprehensive bipartisan tobacco legislation that reduces youth smoking. These and other efforts are central elements of the 1998 *National Drug Control Strategy*.

With the help of the American public, and the ongoing support of the Congress, we can achieve these goals. In submitting this plan to you, I ask for your continued partnership in defeating drugs in America. Our children and this Nation deserve no less.

WILLIAM J. CLINTON

The White House,  
March 3, 1998.

## Message to the Congress Transmitting the Report of the Department of Housing and Urban Development March 3, 1998

*To the Congress of the United States:*

Pursuant to the requirements of 42 U.S.C. 3536, I transmit herewith the 32nd Annual Report of the Department of Housing and Urban Development, which covers calendar year 1996.

WILLIAM J. CLINTON

The White House,

March 3, 1998.