

Republic to NATO. By adding these countries as our newest allies, we will make NATO stronger, Europe more stable, and America more secure.

The United States has led the way in building an undivided, democratic, peaceful Europe. I hope we will be among the first to ratify NATO's historic enlargement. I look forward to the full Senate vote on this issue in the weeks ahead.

**Memorandum on Conducting  
"Conversations With America" To  
Further Improve Customer Service**  
*March 3, 1998*

*Memorandum for the Heads of Executive  
Departments and Agencies*

*Subject:* Conducting "Conversations with America" to Further Improve Customer Service

This Administration has made significant progress toward reinventing Government to improve customer service since I issued Executive Order 12862, "Setting Customer Service Standards," on September 11, 1993, followed by my memorandum of March 22, 1995, "Improving Customer Service." For the first time, the Federal Government's customers have been asked what they want and have been told that they have a right to expect first-class service. Now they can see the results achieved against the customer service standards that have been set in place.

On the occasion of the fifth anniversary of the establishment of my Administration's reinventing Government initiative, it is time to increase efforts to engage customers in conversations about further improving Government service. This initiative—"Conversations with America"—will enable your agency to discover what is most important to its customers and what the Federal Government can do to meet their expectations. As your agency learns what Americans care about, use this information to provide service that will equal the best in business and serve as a model for others.

To carry out this effort and assure that Government works better and gets results Americans care about, I am now directing the additional steps set forth below.

**Actions.** The agencies covered by Executive Order 12862 are directed as follows:

1. Agencies shall create activities and programs, continuing throughout the year, that will engage customers in a discussion about how to improve Government service by determining the kind and quality of services they want and their level of satisfaction with existing services.

2. By no later than March 16, 1998, agencies shall designate a person within the agency to serve as the primary liaison to coordinate information and programs dealing with the "Conversations with America" initiative. Agencies shall then provide the National Partnership for 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 systemically.

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 carry-

ing 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.