

27 April 92

after we talked

David:

Here's a copy of what I sent to Sen. Reichgott today.

I haven't told her you and I had have talked.

I hope this'll encourage her not to try to cram too much into her opening five minutes. The more the idea can unfold in questions, the better.

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Sue Burr, who is Sen. Gary Hart's aide in CA, told me this morning she has been trying to get hold of you. I think she/he would like to talk to you. She didn't seem to know you are heading west soon. Her number is 916/445-2522.

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I have the noon session with folks at Harvard Monday 5/18. I'm around the Boston area until Wednesday morning the 20th.

I'd really like to get the session with Mark Roosevelt, and need your help on that one. If you reach him, take whatever you can get those days and I'll trim my schedule to fit. I could do a breakfast on Wednesday.

Beyond that I'd appreciate your opening the door for me with any others you think (a) I could learn from or (b) should hear about the 'charter' idea.

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I thought a little more about your question . . . the "What next?"

It does seem to me the critical "How?" question needs to be focused more sharply and simply.

In earlier periods of 'reform' there were a number of such focused crusades: for "city-manager government" . . . for the "short ballot" . . . for women's suffrage". (Always two words, a friend points out.)

I'm not sure quite that kind of focus exists, yet. "Reinventing government" means doing . . . what, in two words?

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At a rest stop along I-35 in northern Iowa Sunday I read a historical sign about Carrie Chapman Catt.

She was school superintendent and a newspaper publisher (!) in Mason City Iowa when, in 1886 at the age of 27, she got interested in women having the right to vote. So she started a crusade.

She worked for state legislation first; succeeding in some states and losing in others (including Iowa). She formed the National Women's Suffrage Association, and was its president twice. She was all over the country, endlessly, organizing.

Later, after passage of the constitutional amendment (1921?) she formed and was president of the League of Women Voters. She died in 1947.

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The best story of this sort, with the most insights about how this work is done successfully, is the autobiography of Jean Monnet. It's out of print but a good library would probably have a copy. Read esp. pp 229-231 about why it is essential to work from a position outside government.

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Homer Wadsworth would be happy to talk to you. He's in Cleveland: 216/566-5500. Again: His crusade was community foundations.

John Gardner lives at 836 Lathrop Drive, Stanford CA 94305. Phone: 415/856-7510. He's affiliated with the School of Business at Stanford: 415/725-4198. Homer thinks he's there most of the time, and would try to help with your question.

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The people in Europe I'd suggest you be in touch with are:

Gerhard Banner. He runs KGSt (don't ask), a big internal consulting-shop for German local government. Address: Lindenallee 13-17, 5000 Köln 51, Germany. Phone: 49-221-376-8910. He is interesting in importing into Germany the model of city organization developed in Tilburg, in the Netherlands: decentralized, with fairly autonomous agencies; a kind of internal-market model.

Howard Davies. He is controller of The Audit Commission at 1 Vincent Square, SW1P 2PN. Phone: 71-828-1212. They do value-for-money studies on local government in England and Wales. Howard came from McKinsey. Earlier he'd worked in the Treasury.

Richard Murray. He's in the Statskontoret, a small agency in the central mechanism of Swedish national government.

Essentially it plans the organization of the government itself. It was much concerned with productivity even before last year's elections, and obviously is even more so since the Social Democrats went out. His address is Box 34107, S-100 26 Stockholm. Phone: 46-8-738-4000.

Henk Van Ruller. Henk lives at: 29 Bredeweg, Amsterdam 1098 BM. Phone at home: 31-20-694-2252. He has been both a member of the city council and, later, city manager of Amsterdam. He is now on the faculty of Erasmus University, Rotterdam. He teaches public-sector management. Phone: 10-408-1913. He will be in this country in early June.

Christina Bienkowska. She is in the civil service; most recently in the Department of Education and Science. She was assigned to handle the 'local (site) management' features of the 1988 reform act. She got that done a year or so ahead of schedule so they gave her a six-month sabbatical to look at education in the USA. She based in Minneapolis. Soon after returning she became principal assistant to the minister of education. Given the outcome of the election I assume she's still there. At DES: Elizabeth House, York Road, London SE1 7PH. Phone 44-71-934-9000. Home: 106 Sidney Road, Walton-on-Thames, Surrey KT12 3SA. Phone: 44-932-225-5595.

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The enclosed, from the Economist, makes good reading just now.

That is a very important magazine . . . re: your thoughts about a magazine. It is one of the few left still really to believe in something, and to be effective at it.

Its Washington correspondent is very good; and is gradually (as I perceive it) taking the American Survey away from its old orientation toward New Deal principles. He's Mike Elliott. They're at 1331 Pennsylvania Av. NW #510, 20004. Phone: 202-783-5753.