

BENCHMARKS, INC.

Thirty-Seven Years of Accomplishments

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Benchmarks, Inc.

Benchmarks, Inc. is a unique Washington, D.C. consulting firm specializing in Washington representation and the design and management of innovative social and economic development programs.

Since its founding in 1970, Benchmarks has initiated and organized numerous constructive social action and business development programs in the United States, Latin America, the Caribbean, and China. More recently, it has served as the Washington base and representative of important national and international organizations.

Our corporate philosophy stems from the early experiences of Thomas J. Scanlon, Benchmarks' founder and president, who was among the first young Americans to serve overseas in President John F. Kennedy's Peace Corps. In many ways Benchmarks is the pursuit, on a professional basis, of the interest and ideals he learned in the Peace Corps.

Our Services

Benchmarks is committed to providing high-quality, personalized services to each client. The types of services we offer are as diverse as our clients' needs. We specialize in the following areas:

- **Washington Representation:** Benchmarks offers access to many institutions and individuals in Washington, D.C. Our clients need a continuing presence in the nation's capital and use us to maintain their Washington base.

We serve as their eyes and ears, keeping them informed of legislative and regulatory actions that might affect them. Benchmarks also takes action on behalf of its domestic and international clients on specific petitions before federal agencies and the U.S. Congress. We have been demonstrably effective in achieving clients' objectives in international trade.

- **International Development:** Benchmarks assists U.S. development agencies and private voluntary organizations (PVOs) to achieve more effective programs by helping them design, manage, and evaluate their efforts. We have worked extensively with the Agency for International Development (USAID), the Peace Corps, and on international trade issues.
- **Program Development and Management:** During its early history, Benchmarks created and helped manage many new social programs involving millions in federal and private funds.
- **Corporate and Foundation Philanthropy:** Benchmarks' president has served on the Board of the Public Welfare Foundation for over thirty four years and as its Chair for twelve. He has seen the assets of the Foundation grow from \$20 million to over \$600 million during this time. He is in a unique position to make recommendations for wise giving and organizational development to foundation clients.

Small Firm—Large Network

In our thirty-seven years, Benchmarks has developed an effective network of contacts and resources unparalleled by any other small consulting firm. We have built strong working relationships in both the public and private sectors. This network complements our core staff and consultants, deliberately kept small so as to assure high quality, personalized attention to each client.

Benchmarks serves only a limited number of clients and creates confidence and satisfaction for each. We specialize in solving problems, not in generating the need for more services. Each project to which Benchmarks commits itself receives Mr. Scanlon's personal attention, oversight, and creative input.

Located in the heart of Georgetown, Benchmarks occupies a 200-year-old townhouse that has been completely restored. Our offices are equipped with all necessary technical equipment and support services to ensure rapid domestic and international communications. Meeting and luncheon facilities are available for small groups.

Our Record of Results

Benchmarks' reputation is built on a solid track record of accomplishments and satisfied clients. Each project, regardless of size, is undertaken with a commitment to excellence. We guarantee creative and practical solutions with strategies that work. We get the job done, on time.

Benchmarks' name originated from our experience in evaluating social development programs in the early 1970s. We pioneered "benchmarks studies" that measured the success of social programs with a journalistic, common sense approach. These benchmark studies made creative programmatic suggestions as well as evaluative judgments useful to both the operating agency and the funding institution. As a result of our successes with this innovative approach to evaluation, clients sought out Benchmarks not only for studies, but also for creative ideas and our ability to implement them.

Ongoing Projects:

- We provide **IHRSA, the International Health, Racquet & Sportsclub Association**, with Washington representation and lobbying services, emphasizing national policy initiatives aimed at promoting exercise and healthy behaviors. We also work to ensure that tax-exempt fitness facilities compete fairly with tax-paying health clubs.

Mr. Scanlon represents IHRSA on the National Coalition for the Promotion of Physical Activity (NCPA). NCPA consists of over twenty of the foremost health promotion organizations in the United States, including the American Heart Association and the American Cancer Society. As IHRSA's representative, he was elected president of the Coalition and has served on its executive committee for four years.

- We also serve as the Washington representative for **ALFA Corporativo**, one of Mexico's largest companies, and have done so for the past 20 years. We provide similar services to, **AKRA Polyester**, an ALFA subsidiary.
- Benchmarks manages the **UDEM Foundation**, which provides a U.S. base for resource mobilization for the Universidad de Monterrey (UDEM) in Mexico. The University is one of the few in Latin America accredited by the Southern Association of Colleges and Schools, a U.S. accrediting institution.
- We manage the **Fudan Foundation**, named for the prestigious Fudan University in Shanghai, China. The Foundation has created a Center for American Studies (CAS) on the campus of the University. The Center promotes better relations between the United States and China. It serves as a forum for exploring and studying the American system of government and economic institutions.

Mr. Scanlon has served as the Executive Director of the Fudan Foundation for 20 years and has obtained a total over \$8.0 million from USAID to support the Center and its efforts to teach about the United States in China. The Chinese government has named the Center *the key research institute* in China for American studies. The Foundation recently dedicated a second wing of the Center's magnificent physical facility, containing an auditorium and conference center.

- We also serve **Sigma Alimentos**, Mexico's leader in the production and distribution of refrigerated and frozen food products. The Benchmarks team assists Sigma with all regulatory issues in the U.S as the company expands its presence into the U.S. Hispanic market. In the past two years Benchmarks has performed over 200 consulting assignments for Sigma as its sales in the U.S market have reached over \$100 million annually.
- Benchmarks protects NAFTA benefits for **Kaltex Fibers**. We provide technical reports to the U.S. Department of Commerce objecting to "Short Supply" Petitions by U.S. customers. We also oppose duty suspension legislation which would deprive Kaltex and other Mexican companies of the competitive advantages they enjoy under NAFTA.

Accomplishments for Mexico:

Providing Mexican clients with Washington advocacy services has consumed a major share of our corporate efforts over the past twenty years. We are especially proud of our long-standing record of results for our Mexican clients.

- In the years before NAFTA, Benchmarks convinced the U.S. government to increase the Mexican quota for hosiery to one million dozen pair (up from 300,000 dozen pair), thus allowing Cannon Mills to fill a large, unexpected order.
- Also in the pre-NAFTA era, on behalf of AKRA Polyester and Nylón de México, we obtained quota-free entry of their yarn and fiber products into the United States by excluding the categories in which their products were classified from the bilateral textile agreement between the U.S. and Mexico. This provided our clients with a seven year "head start" on NAFTA.
- We assisted ALFA Corporativo in obtaining final acceptance among U.S. banks for a \$1 billion restructuring of its debt—the largest private-sector debt restructuring in the history of Latin America.
- We provided extensive technical advice, particularly for textiles, throughout the North American Free Trade Agreement (NAFTA) negotiations. Working closely with Mexican, Canadian, and U.S. textile interests, we helped negotiate a highly favorable rule of origin for textile products and assisted in the technical drafting of those rules. This “rule of origin” requires that apparel traded under the NAFTA program must be made of yarns and fabrics made in the area and as such was a great boon to our fiber producing clients.
- Also as part of the NAFTA negotiations, Benchmarks conducted a successful campaign on behalf of Sigma Alimentos, one of the largest food processing companies in Mexico, to ensure Sigma an adequate supply of poultry parts from the United States at favorable tariff rates. We did this by creating an alliance with U.S. poultry producers who also sought access for their products into Mexico.
- For Petrocel, one of Mexico's largest chemical manufacturers, we gained eligibility under the GSP program for dimethyl terephthalate (DMT). Also for Petrocel, we obtained waivers of the GSP competitive-need limits on both DMT and polyethylene terephthalate (PET).
- On behalf of Las Cuevas of Mexico, one of the world's largest Fluorspar-producing mines, we helped defeat a U.S. government proposal to sell off large quantities of Fluorspar from the U.S. strategic stockpile, a move which would have had serious negative repercussions on the world price of Fluorspar.

Previous Clients and Accomplishments:

While Benchmarks enjoys the professional support of numerous outstanding individuals as employees and consultants in providing services to its clients, Mr. Scanlon has personally directed all projects undertaken by the firm. The following are some of Benchmarks' achievements of which we are most proud:

In the 1970s...

- We created a foundation in the Dominican Republic for Gulf + Western Industries (now Paramount Communications), which made more than \$16 million in grants to development and humanitarian projects.
- Also for Gulf + Western, we prepared a bilingual master plan for a national park in the eastern tip of the Dominican Republic. We obtained the approval of President Balaguer and the Dominican Congress for the plan and the area was officially designated as a national park.
- We designed and implemented a mass immunization campaign in cooperation with the Brother's Brother Foundation in the Dominican Republic that protected 300,000 adults against tetanus and 80,000 children against five childhood diseases. This effort served as a prototype for many subsequent government campaigns.
- We helped design the Latin American program of Appropriate Technology International (ATI). This \$1.7 million program created new opportunities for poor communities in Latin America and the Caribbean. We successfully brokered a partnership for ATI with local businesses and private advisory groups.
- We played the lead role with the Department of Labor and a consortium of five foundations to create Youthwork, Inc., which awarded a total of \$33 million to 92 experimental youth employment projects throughout the United States.

In the 1980s...

- With a \$300,000 grant from a private New York philanthropist concerned about crime, we created the National Crime Prevention Council featuring "McGruff" the "spokesdog" for crime prevention.
- In the summer of 1980, we created a program in which 100 Olympic medallists provided motivational training to 3,400 disadvantaged youths in U.S. inner cities and then obtained \$1.8 million in federal funds to make it happen. The opportunity for the program arose when U.S. Olympic athletes were not able to compete in the Moscow Olympics due to the U.S. boycott.
- Benchmarks created Act Together, Inc., a nonprofit corporation that was the most important source of federal funding for comprehensive youth service programs from 1980-1984.

- We served as the Secretariat of the Joint Coordinating Committee between USAID and the Peace Corps between 1984 and 1990. The Committee was created at Benchmarks' recommendation and sparked numerous successful interagency initiatives involving more than \$20 million in USAID funding and thousands of Peace Corps volunteers.
- We helped create and obtain funding for the Chicago Association of Commerce and Industry's Caribbean Basin Promotion Center, which developed more than \$110 million in new trade and investment opportunities for Caribbean nations.
- On behalf of the Bermudez Rum Company of the Dominican Republic, we assured that rum was included in the favorable duty provisions of the Caribbean Basin Initiative—despite intense opposition from domestic producers.
- Benchmarks served as the on-site Washington coordinator for the W.K. Kellogg Foundation's National Fellowship Program for several years.

In the 1990s...

- For 10 years, Benchmarks organized meetings and provided staff support for the Food Aid Consultative Group (FACG). The FACG was created by the Congress in 1990 to provide a forum for private voluntary organizations (PVOs) and agricultural producers involved in the Food Aid Distribution program to communicate their concerns and recommendations to USAID and USDA officials.
- For the Inter-American Foundation (IAF), Benchmarks conducted a comprehensive management review of IAF's In-Country Support system. The result was a report entitled *The ICS - Past and Future: A Management Review* with 42 recommendations for the ICS system that were implemented by the Foundation.
- On behalf of VIAMAR, the Ford distributor in the Dominican Republic, Benchmarks influenced the government of the Dominican Republic to change a tariff law that discriminated against U.S. auto imports.
- We successfully defended the government of the Dominican Republic before relevant U.S. agencies in maintaining trade privileges with the United States under the Generalized System of Preferences (GSP).
- We designed and managed a program for Motor Coach Industries International, manufacturers of motor coaches for Greyhound and other bus lines, to donate used buses to international charities. Under this program, 40 used motor coaches were donated to 14 groups in 10 countries. Recipients included Special Olympics International, the technical schools of the Salesian Missions, Worldcare, and the Pan-American Agricultural School in Zamorano, Honduras.

Thomas J. Scanlon

President
Benchmarks, Inc.

Thomas J. Scanlon has more than 40 years of experience in activities related to social and economic development in the United States and the Third World.

His interest in international development began in 1961 when he volunteered for the Peace Corps on the day President John F. Kennedy founded it. Mr. Scanlon's exemplary service as a Peace Corps Volunteer attracted much attention back home. Peace Corps Director Sargent Shriver used a general letter to Tom Scanlon's friends to open the Agency's first budget presentation to the Congress.

President John F. Kennedy commended Tom Scanlon's work in Chile in a speech given to government interns on June 22, 1962. The President cited him for his service and commitment to the goals of the Peace Corps. Mr. Scanlon was the only Peace Corps volunteer ever honored in this manner.

He was asked by the Kennedy family to deliver the only spoken tribute to John Kennedy at the concert given in his memory at the Kennedy Center on November 22, 1983. His remarks were published in *Representative American Speeches, 1983-1984*.

In 1997, Mr. Scanlon published a memoir of his Peace Corps experiences in Chile entitled *Waiting for the Snow: The Peace Corps Papers of a Charter Volunteer*. It has received numerous highly favorable critical reviews. In *The Washington Post Book World*, Colman McCarthy wrote, "hundreds of books have been written by former volunteers...Tom Scanlon's is among the finest."

From 1995 to 2007, Mr. Scanlon served as Chair of the Board of the Public Welfare Foundation, a philanthropic institution located in Washington, DC and dedicated to promoting human well being throughout the world. For more than 30 years, Mr. Scanlon has devoted his time and effort to the Foundation to help achieve the "efficiency in giving" sought by its founder, Charles Marsh. With ten other directors, he shares responsibility for approximately \$20 million a year in philanthropic grants and more than \$600 million in assets.

Before forming Benchmarks in 1970, Mr. Scanlon worked as the Executive Assistant to the Assistant Administrator of the U.S. Agency for International Development, Bureau for Latin America.

He holds a B.A. in Liberal Arts awarded *magna cum laude* from the University of Notre Dame; an M.A. in Philosophy from the University of Toronto, which he attended as a Woodrow Wilson Fellow; and an M.A. in Public Law and Government from Columbia University as a Ford Foundation Fellow in International Development.

Endorsements

" . . . Over the past twenty years, I have worked with Tom Scanlon in a variety of ways and followed his progress as he has built a successful business based on his commitment to service and the social good. To any organization considering a substantial investment in development or social projects, I would say there is no resource, advisor, consultant, or 'doer' better to assist you than Tom Scanlon and Benchmarks."

*Theodore M. Hesburgh, C.S.C.
President Emeritus, University of Notre Dame*

" . . . You have an eye to quality, whether in micro-issues such as the color of walls, or in the larger issues such as the development of NCPC's overall work plan for the Department of Justice. You do not waste time; your work is not rhetorical, in that you constantly have an eye to specific, practical outcomes; you gave the requisite time whenever it was needed."

*John A. Calhoun
National Crime Prevention Council*

" . . . I appreciate your tremendous help and support of my work over the years. Tom, you have been a real tremendous part of the revitalization of the Peace Corps with all of your work and dedication. I am very grateful to you for that."

*Hon. Loret Miller Ruppe
U.S. Ambassador to Norway
(former Director, Peace Corps)*

" . . . I don't know many people who could have done the job you've done — or who wouldn't have quit in frustration long ago."

*Myrtis. Powell
Former Vice President
University of Miami
Oxford, Ohio
(formerly with The Edna McConnell Clark Foundation)*

" . . . I feel I have made a new friend, a new colleague whose work I value. This foundation is grateful for your success on our behalf."

Patrick D. McDonough
W.K. Kellogg Foundation

" . . . You have been the reason that the USAID/Peace Corps project has worked. I have only been a strong supporter of a good idea. That really is what I think. There is a very wide appreciation for your role."

M. Peter McPherson
President Emeritus
Michigan State University
(former Deputy Secretary of the Treasury and USAID Administrator)

" . . . Much of the credit for the Peace Corps' newly regained independence from ACTION goes to one of those early volunteers, Tom Scanlon, now an independent Washington consultant on international development. In the last 10 years or so, he has made repeated appearances before the Congressional committees, urging that the Peace Corps be removed from ACTION so that it could once again be the effective agency he had once known."

New York Times
February 27, 1982

" . . . I think it is fair to say that Tom Scanlon has been a Peace Corps himself... He has received the admiration and thanks of all of us who hope that the Peace Corps can remain a beacon to the rest of the world of the idealism which is an essential part of the American character."

Sargent Shriver
First Director of the Peace Corps

" . . . Recently I heard a story of a young Peace Corpsman named Tom Scanlon who is working in Chile . . . Well, I hope [his] spirit motivates all of you."

John F. Kennedy
(June 20, 1962 speech to college student interns in Washington, D.C.)

Client List

Act Together
Alaska Federation of Natives
American Hospital in Shanghai Foundation
Appropriate Technology International
Association of American Indian Affairs
Automation Research Systems, Ltd.
Bermudez Rum (Dominican Republic)
Blackstone Institute
Cannon Mills of Mexico
Celerity Systems
Centres Pour le Developpement et la Sante (Haiti)
Chicago Association of Commerce and Industry
Compania Minera de las Cuevas (Mexico)
Creative Associates
Edna McConnell Clark Foundation
Eleanor Roosevelt Institute
Fibras Químicas (Mexico)
Field Foundation
Fudan Foundation
Government of the Dominican Republic
Grey Nuns of the Sacred Heart
Grupo Industrial ALFA (Mexico)
Gulf + Western Americas Corporation
HYLSA (Mexico)
IBM Corporation
IHRSA, the International Health, Racquet and Sportsclub Association
IICA, the Inter-American Institute for Cooperation on Agriculture
Inter-American Foundation
Kaltex Fibers
Kettering Foundation
Motor Coach Industries International
Mendez England & Associates
Meridian House International
Motor Coach Industries International
National Crime Prevention Council
National Child Labor Committee
National Rural Development and Finance Corporation
Nylón de México
Overseas Education Fund
Pan American Health Organization
Petrocel (Mexico)
Poliolles (Mexico)
Redes, S.A. (Mexico)
Sigma Alimentos (Mexico)
SOLIDARIOS (Council of American Development Foundations)

Sports Directions Foundation
Synkro Industries (Mexico)
Terza, S.A. (Mexico)
U.S. Agency for International Development
United States Peace Corps
Universidad Central del Este (Dominican Republic)
Universidad Católica Madre y Maestra (Dominican Republic)
Universidad de Monterrey (Mexico)
Viamar (Dominican Republic)
Volunteers in Service to America (VISTA)
W.K. Kellogg Foundation
World Food Programme
World Neighbors
World Trade Institute
Youthwork, Inc