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To:

RUBY MOY for ALEXIS

Phone:

Fax phone 202 456-2983

CC:

From:

MARIO M. COOPER, Esq.Phone: 212 979 7720Fax phone: 212 979 7720

REMARKS:

☐ Urgent☒ For your review☐ Reply ASAP☐ Please comment

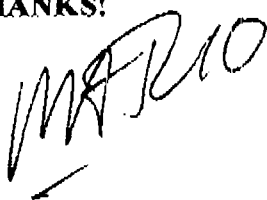
RUBY,

HOPE ALL IS WELL...

PLEASE GIVE THE ENCLOSED TO AMH, SHE IS EXPECTING IT THIS A.M.

ALSO, SHE WANTS TO SEE ME TOMORROW, SO IS AROUND 6PM OK?

LET ME KNOW, THANKS!

Handwritten signature of Mario in cursive script.

**MARIO M. COOPER, ESQ.
1 IRVING PLACE
NEW YORK, NY 10003**

Date: Sunday, November 13, 1994
To: ALEXIS HERMAN
From: Mario M. Cooper 
Subject: 1996 DEMOCRATIC NATIONAL
CONVENTION

Per your request, the following are suggestions on how the White House and the DNC should proceed on the "start-up" of the 1996 Democratic National Convention. These suggestions are based upon my involvement in the 1978 mid-term conference, the 1980, 1988, and, of course, the 1992 Conventions.

This memorandum reviews initial staffing and timing questions, the appropriate White House role, and media planning.

A. TIMING

The Convention's budget (the FEC funds received by both parties to fund national nominating conventions) is simply not large enough to cover major expenses incurred in early planning. Remember, only FEC funds can be utilized for Convention expenses, and that by accepting such funds the DNC agrees to a comprehensive automatic audit. Thus, the hiring of staff, travel and meeting expenses should be based upon a solid budget plan.

There are few logistical reasons for having anyone on site this early in the game. Between now and August 1995, it is probably wise to nail down all the hotel contracts, media space, and transportation requirements. Each of these tasks should take no longer than three to five working days. Getting the hotel contracts signed could take longer. None of the tasks require a full time staff person. See below for other staffing suggestions.

Politically, the Chair of the Party and the Convention's CEO should spend some time in Chicago courting the Mayor, the local political establishment, the visitor and tourist industry and the media. However, this does not require a full time presence.

Starting in January or February 1995, there should be a small Convention working group established. The committee members should be the Chair of the Party, the Convention's CEO and Convention Manager, a political person from the White House, and one of the DNC communications or polling consultants. The committee should begin to look at the

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broader issues confronting conventions--what is the mission, how to make them effective in delivering our messages, etc.

Contemporaneously, the Party Chair should start reviewing draft budgets, major management goals and a general timeline. To accomplish these tasks you need at the most one to two people full time, and they do not have to be senior level staff.

B. WHITE HOUSE ROLE

In the absence of a serious primary challenge, the Convention should be the President's crowning moment. Thus, assuming no primary challenge, it is important that throughout the planning process there is an orderly manner for the White House to interact with the Convention staff.

The White House must recognize the need to respect the Convention staff's obligation to the Party. By this I mean that the Convention belongs to the Party, and to the delegates specifically. Thus, you should strive to avoid micro-management by White House and Re-election campaign staff. Make one person the contact for all White House staff concerning the Convention.

In 1980 the Convention staff was whipped sawed by last minute "requests" from various White House and Campaign staff. Today, FEC regulations would prevent much of what occurred in 1980. For example, there were last minute requests to accommodate the contributors of Kennedy by giving them extra seats, and by paying for their entertainment costs. Indeed, the Carter and Kennedy campaigns forced the 1980 Convention to hire a ton of their campaign staff at the last minute.

Most important, is a process that respects and insulates logistical plans and operations. Thus, early involvement by the White House and the Campaign in the larger logistical plans is critically important. You do not want some over zealous advance man ordering the Convention Staff to change all the podium lighting--sound familiar?

In that this will be the first Democratic Convention with an incumbent in sixteen years, I would suggest that an evaluation of the 1992 and 1988 Republican Convention's FEC filings be undertaken. As well, an organizational flow chart showing clearly the lines of communication between the White House, DNC, Convention Committee and the campaign, be developed.

One of the lasting problems of the 1980 Convention was that the White House, Carter re-elect, and the DNC focused too much attention on their contributors. As a result, many party loyalists, including State Chairs and delegates, went home alienated and pissed. The re-elect campaign had to expend much needed resources re-motivating many key local and state supporters.

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It is important and appropriate for the White House to expend strong influence over the Convention's planning. Good management demands that such oversight be given early, timely and clearly. Micro-management, second guesses or late demands are to be avoided whenever possible.

C. MEDIA

As you will recall, we spent major time and resources dealing with the care of the media. We also spent a lot of time and effort addressing the need to "saturate" the media with Convention related stories. I was a hawk on forcing the staff to expand the Convention's reach beyond the Networks and into local communities.

These efforts must again have a high priority. No matter what the message is, we must ensure that we communicate in a manner that saturates the media. As well, we must make sure that the media feels catered to and welcomed. At the 1992 Republican Convention the media, based upon their experience in New York, felt slighted and under served. This worked heavily in our favor.

D. STAFFING

You want the most talented logistical staff around. The Convention must not be a dumping ground, nor a political patronage resource. The exposure is too high, and the inter-actions with the media and the public are far too great.

The White House should strive to isolate the Convention staff from petty interference from campaign staff. You do not want the Convention staff impacted by the Primary campaign. As well, if this is the operational principle from the start, you will have a much more cooperative Convention staff down the road.

From now until February or March 1995, the DNC should have one full time staffer working on the Convention. That person should be developing a planning schedule for the next ten months. Such a schedule should include the following:

- a time line for signing all hotel contracts
- a time line for confirming all the media space, along with a confirmation of the electrical requirements
- a time line for signed transportation contracts, including air and surface
- a time line for the selection of major contractors
- a plan for the Fall opening of a local office
- an overall working draft budget

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Each plan should have an estimated time period for accomplishing the work, and include a sense of the staffing needs to accomplish the tasks

Thus, by March you have a working budget, and a plan for addressing the major tasks. This would give the Convention leadership April through June to work through these issues, refine the budget and develop an organizational chart.

June and July should be spent dealing with "traffic flow" issues. Delegates, media, staff and finance people arrive where, go to which hotels, enter the convention how, exit how, etc. White House approval of these issues is critically important. They often present last minute arguments and misunderstandings between the Convention and Campaign staffs. It's also extremely important for the finance staff from the DNC and the Campaign to engage in this process.

In August 1995, the Party Chair should sign off on a final budget and staffing plan. As well, the staff should begin the process of equipping the Chicago office for a late September opening--computers, telephones, etc.

Considering the budget and staffing plans, the staff should begin to move to Chicago over the next several months. Early staff should include those responsible for the most labor intensive operations: volunteers, housing, media logistics and transportation.

I did not address the various organizational requirements of the substantive Convention committees. These political decisions must also be managed in a timely and well-executed manner. Thus, someone at the DNC should be preparing an overview of the Convention Call as soon as possible. The Call will layout the timing for delegate selection, filling rules, and Rules and Platform Committee details. Thus, someone at the White House needs to review the Call carefully and ensure that it is agreeable before the DNC takes a vote.

Finally, I also did not address the development of the theme and program elements of the Convention. But, some early attention is warranted to ensure that the process for the development of such is realistic and responsive to the logistical demands of such an undertaking.

Let me know if you need further assistance.