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Folder Title:

Alexis Herman Folder #5 FG006-01 129334

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Schedule Proposal

Date:

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TO: Billy Webster
Assistant to the President
and Director of Scheduling and Advance

FROM: *Jme* Alexis Herman
Assistant to the President
and Director of Public Liaison

Kate Carr
Special Assistant to the President
for Public Liaison

REQUEST: Meeting with John Snow, CEO of CSX
Corporation, and Larry Bossidy, CEO of
Allied Signal.

PURPOSE: The President will discuss the Business
Roundtable's media program on the
balanced budget.

DATE AND TIME: July 24, time flexible.

DURATION: One hour

LOCATION: White House

PARTICIPANTS: John Snow, CEO of CSX Corporation, and
Larry Bossidy, CEO of Allied Signal.

OUTLINE OF EVENT: Small group discussion.

TALKING POINTS: Will be provided for the President

PRESS/MEDIA: Closed to the press.

VICE PRESIDENT'S
ATTENDANCE: Requested

FIRST LADY'S
ATTENDANCE: Not required

SECOND LADY'S
ATTENDANCE: Not required

CONTACT: Kate Carr 456-2682 and
Danny Wexler 456-62467

R'scc

THE WHITE HOUSE

WASHINGTON

June 28, 1995

INFORMATION

MEMORANDUM FOR BO CUTTER
ALEXIS HERMAN
HAROLD ICKES

FROM: Michael Deich

SUBJECT: Background for meeting with TWA Management and Labor

Today you will meet with Rep. Gephardt, Jeff Erickson (CEO of TWA), Bill Compton (representing TWA pilots), Victoria Frankovich (representing TWA flight attendants), and William O'Driscoll (representing TWA mechanics). This memorandum provides background on the status of US-UK aviation negotiations; TWA's priorities for the US-UK market; and a reminder about limitations on discussing the award of international route rights.

Background on US-UK Aviation Negotiations. On June 5, the US and the UK approved a "minideal" on civil aviation (see Appendix). The US concluded this agreement only after Secretary Peña secured a personal undertaking from UK Transport Minister Mawhinney that the two countries would move quickly to conclude a second, larger package with new opportunities for other US and UK airlines. The commitment seems credible given the UK's expressed willingness to gain limited new access for its own carriers by providing similar new access for one, or perhaps more, US carriers. (Note: the US Embassy in London believes it likely that Mawhinney will leave Transportation soon in a shuffle of the UK Cabinet.)

Negotiations on the second round began last week with preliminary talks; formal negotiating sessions are scheduled for July 17-21; August 7-11; and September 11-15. This second round will consider three sets of issues:

- Limited, mutual new opportunities at Gatwick and/or Heathrow. Probably this will mean one new route each for a US and a UK carrier.
- Liberalize restrictions on Cargo, Pricing and Charter Services. Lift limitations on the rights of US carriers to operate cargo and charter services, and lift limitations on the ability of US carriers to gain business by offering lower prices.
- New rights for USAir-BA to bid on "Fly America" traffic.

These talks probably will take 4-6 months to conclude.

TWA's Priorities. In 1991, United and American purchased the rights of TWA and Pan Am to fly into Heathrow. The UK allowed these rights to be transferred, however, only after the US granted new rights for UK airlines that operate to the US. St. Louis opposed that sale. TWA now believes that it must reenter the New York–London market in order to secure the long-term survival of this employee-owned airline. In letters from the President and from Secretary Peña, the Administration has recognized the importance that TWA attaches to re-entering the New York–London market, and stated its willingness to push hard in the coming months to secure new rights for US carriers to operate between the US and London.

TWA may ask that the Administration seek new rights for a US airline to operate between New York or Newark and Heathrow or Gatwick. This can be accomplished in two ways. First, the US could seek a "named" route right, under which a US carrier would be allowed to operate between London and a specified US city. The US–UK bilateral already has many named routes; a number of these rights are unused, for traffic patterns have changed since the right was negotiated. Alternately, the US could seek an "open" route, under which a US carrier could operate between London and an unspecified US city. The city would be chosen through a formal administrative proceeding in which DOT would determine the service that could best meet a broad public interest test. If traffic patterns later changed, DOT could switch the route to some other US city.

Limitations on your discussions. Steve Newirth tells me that there are no restrictions on your freedom to talk about the substance of this negotiation (how many new routes should the US seek; should those routes be open or at airports specified in the treaty?). Since route awards to specific airlines are made by DOT after an administrative proceeding, however, **it may be inconsistent with existing Executive Orders and with the practice of this Administration for you to discuss the prospect of awarding a route to a particular airline.**

APPENDIX: Elements of the US–UK "Minideal" on Civil Aviation. The recent agreement included the following elements:

- New US carrier to serve Chicago–Heathrow. United will join American and British Airways as the only airlines that provide nonstop service on this route.
- Unrestricted codesharing for each country beyond the other country. This grants US airlines their long sought right to code-share beyond London and other UK cities.
- Unrestricted rights for US and UK carriers to fly between U.K. regional airports (airports in cities other than London), as well as London's Stansted and Luton airports, and the US.
- Philadelphia–Heathrow. BA will be allowed to increase its service from one flight to two flights per day during the summer season.
- Fly America. USAir will be allowed to bid for ^{some} US government "Fly America" traffic on behalf of the USAir–BA alliance, just as other US carriers bid for this traffic on their own code-share flights (e.g., Continental–Alitalia, Northwest–KLM, Delta–Virgin Airways, United–Lufthansa, etc).

105 cc

THE WHITE HOUSE
WASHINGTON

June 28, 1995

MEMORANDUM FOR DOUG SOSNICK 6-1125
FROM: ALEXIS HERMAN FAX: 6-6527

SUBJECT: POTUS Fundraiser for Gov. Doug Wilder

I talked with Leslie Kerman (202-861-1877) as a follow-up to a conversation about Doug Wilder's request that POTUS do a fundraiser for her. She says they have been expecting help from POTUS or FLOTUS for the past six months. They're under the gun for a 9/6/95 deadline. They have tentatively set July 27th and August 2nd as dates for a fundraiser regardless. They will adjust that to schedule around POTUS if possible.

Let me know what you can do.

AMH:atb

Name	Date
Wendy White	12/31/96

Counsel

1215 cc

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

June 29, 1995

STATEMENT BY THE PRESIDENT

I am disappointed by the Supreme Court decision in the Georgia congressional redistricting case. The decision is a setback in the struggle to ensure that all Americans participate fully in the electoral process and it threatens to undermine the promise of the Voting Rights Act.

My Administration remains firmly committed to full enforcement of the Voting Rights Act. We will continue working to ensure that minority citizens in racially polarized areas have an effective remedy against the unlawful dilution of their votes and against impairment of their ability to participate in the electoral process. Congress, on a bipartisan basis, passed the Voting Rights Act to fulfill the Constitutional guarantees of full political rights for all citizens, regardless of race. The Justice Department will continue its vigorous enforcement of the law.

We have travelled a long road to fulfill the promise of political rights for all citizens. Today is a difficult day on that journey, but the road does not end here. While the ruling in the Georgia case is unfortunate, I am gratified that the Court's statements and actions make clear that race properly may be considered in the drawing of legislative districts.

Despite today's setback, we will not let this decision turn back the clock. We will not abandon those citizens who look to the Voting Rights Act to protect their constitutional rights.

THE WHITE HOUSE

WASHINGTON

March 11, 1994

MAR 14 1994

TO: Alexis Herman
FROM: Marilyn Yager

This is a quick summary of my health care activities:

I. Big Business outreach

- A. Liaison with the Atkins Coalition
- B. Liaison with Employer Mandate Coalition (Wexler Group)
- C. Liaison with our Corporate Supporters
- D. Liaison with Burkette
- E. Contact for individual needs and requests on health care from big business groups and companies.
- F. Nearly complete matrix on which cities have large divisions of our friendly companies -- this is especially helpful for scheduling events with the Cabinet and the principals.

II. Business Requests for Administration Healthcare Speakers

- A. Meet almost daily with Health care Delivery Room Scheduler, Suzanna Wellford, on speaker requests from business associations and companies - I give recommendations for speakers and who to regret. In some cases, I provide background and talking points for the speakers selected.
- B. I accept a small number of speaking requests when the invitation is extending to me personally.

- C. I meet several times a week with Marge Tarmey in Ira's office to review the business requests he gets. He usually accepts our recommendations on which invites to accept, and which ones to regret (often we arrange other speakers for the ones Ira regrets).

III. Legislative Tracking

- A. Barbara Wooley is working with me to track congressional hearings, largely for purposes of seeing who is testifying and reviewing their testimony - it is part of larger effort to work with friendly organizations and track what they are saying on various parts of the plan.
- B. I am attending pat Griffin's Monday and Wednesday legislative meetings - very helpful.
- C. I am about to complete a matrix on issues and groups -- so that as things start to move on the Hill we will have a working document to make react decisions from.

THE WHITE HOUSE
WASHINGTON

January 3, 1994

JAN 4 1994

TO: Alexis Herman
FROM: Marilyn Yager
RE: FY 1995 Budget

I talked with Alice Rivlin regarding reviewing the contents of the Budget draft and possible discussions on the politics surrounding the Budget. Alice said that to date that had not been any meetings to review and discuss political strategy, including potential supporters and likely opponents.

She is forwarding an updated package of budget documents to me tomorrow for my review and suggested a meeting between you, her, myself, and anyone else we deem appropriate early next week.

Alice and I agreed that I would put together a rough draft summary of likely supporters and opponents by Friday for us to review by phone prior to a larger discussion meeting. She is also providing me with a list of groups which OMB used last year as supporters.

You might wish to raise this activity at the senior staff meeting, so that if other departments have input it might be shared. I will provide you with an overview when you return on Friday.

cc: Steve Hilton
Doris Matsui

THE WHITE HOUSE
WASHINGTON

January 24, 1994

TO: Alexis Herman
FROM: Marilyn Yager
RE: Budget and Balanced Budget Activities

Based on discussions earlier this month held by George and Gene, it was agreed that OPL was to refrain from any FY95 Budget activities until the week of February 7. There was a consensus that until members of congress had been fully notified and briefed, it would be inappropriate to brief groups. However, I have been reviewing the budget with John Angell at OMB to begin to break out two types of groups:

- 1). Groups especially hard hit by our budget (for example, low-income energy groups, housing, universities, and veterans).
- 2). Groups willing to support our budget (for example, health providers, seniors, law enforcement and the education groups).

Gene, Barbara Chow, and I have been meeting and talking regularly to review which groups should be brought in for a White House briefing on the Balanced Budget, and to specifically urge their opposition.

Last week we brought in the Veterans and Agriculture groups. I opened the meetings, Barbara Chow gave a congressional overview, then Gene and George gave brief political assessments. This week Melanne Verveer and I are bringing in seniors and providers. Next week we plan to infrastructure groups (transportation, etc.), defense companies, and arts and humanities groups.

We are also working with a large coalition run by AFSCME, which formed last year to oppose the balanced budget amendment.

cc: Steve Hilton

SECRETARY OF LABOR
WASHINGTON

AUG 8 1995

The Honorable Alexis M. Herman
Assistant to the President and
Director of Public Liaison
The White House
Washington, D.C. 20500

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AUG - 9 1995

Dear Alexis:

You're kind to write me about my speech to
the Baptist Convention. I'm glad to hear that
both you and the President liked it.

Sincerely,

Bob

Robert B. Reich

Thomas!

WORKING FOR AMERICA'S WORKFORCE

August 7, 1995

MEMORANDUM FOR ALEXIS HERMAN

FROM: CHRIS WAYNE

SUBJECT: RECENT LAW ENFORCEMENT ACTIVITY

I. Overview

The following encapsulates my activities with the law enforcement community over the past few weeks.

II. FOP Convention

As you know, I attended the Fraternal Order of Police's Biennial Convention last week in Virginia Beach. The convention was attended by over 15,000 members of the law enforcement community and I was able to meet a number of influential members of this organization, the largest law enforcement organization in the country.

In addition, I worked with Dave Anderson of Media Affairs and Rahm Emanuel to facilitate the smooth operation of the President's satellite address to the convention. I worked with Dewey Stokes, the president of the FOP, on his opening remarks and, indeed, he praised the President and urged the membership to to continue their support of the President. The address was well-received by the membership and was an overall success.

It is important to note that the organization held their elections and that there was a new president and executive board elected. Gil Gallegos, from New Mexico, was elected as the new president of the FOP. He is generally a supporter of the President's crime agenda and should continue to be helpful. However, there are some strong movements within the membership and some of the higher ranks to back the new Dole Bill and the block-grant proposal.

III. Phone Call to Gil Gallegos

I worked with Rahm Emanuel to arrange for the President to make a phone call to Gil Gallegos, the new president of the FOP. The call was made and was successful. The President congratulated Gil on his victory and asked for his continued support. In turn, Gil told the President that the FOP remains committed to working with us and that they continue to support his legislative efforts.

AUG - 8 1995

IV. Conference Call with the FOP Executive Board

I worked with Rahm Emanuel to arrange for the President to participate in a conference call this morning with the members of the executive board of the FOP. The President spoke about his continued commitment to law enforcement and asked for their continued support for the principles laid out in our crime bill. In addition, he pointed out the problems with the Dole Bill as it relates to law enforcement and asked them to work with him to make it into an acceptable piece of legislation. The members all appreciated his comments and vowed their willingness to work with us. Further, they thought that it would be helpful if the President sent a letter to their membership that would reflect his comments during the call in an effort to better communicate his support and our positions. The President loved the idea and he agreed to do that. I am drafting the letter today and we will get it out to them immediately.

V. Meeting with the Law Enforcement Steering Committee

I am working with Rahm to arrange a meeting between the Law Enforcement Steering Committee and Leon Panetta and the Attorney General. I have invited representatives from all of the major law enforcement groups to come in on Wednesday at 10:00 to discuss the crime legislation on the Hill and the budget process. In addition to Leon and the AG, Marilyn Yager will walk through the budget process with the groups. (If you would like to drop by, I think it would be a good idea.)

cc: Marilyn Yager
Lee Satterfield

THE WHITE HOUSE
WASHINGTON

ACTION

MEMORANDUM FOR THE PRESIDENT

FROM: ANTHONY LAKE
ALEXIS HERMAN *AH*
RICKI SEIDMAN

SUBJECT: Campaign "Flags"

Purpose

To bring you up-to-date on previous interaction with the group of 25 retired admirals and generals (the "flags") who endorsed you during the campaign and recommend a one-day event with them here in Washington.

Background

In a June 20 memo (Tab II), Mack McLarty reiterated your desire to meet with your various acquaintances and friends in the military and requested that we make a recommendation to you with regard to an appropriate forum for you to meet with them.

As you know, I have had some reservations over the past year with regard to possible misperceptions of your meeting here at the White House with this group. My concern had been that some might regard such a meeting as a politicization of the military; others might mistakenly regard it as "second guessing" the military advice you receive from the Joint Chiefs. The controversy that accompanied then-Secretary Aspin's establishment of a panel of retired generals (the Meyer Panel) to advise him on readiness underscored the vulnerability of such actions to misperception. For this reason, I counseled against suggestions last year that you meet with the "flags" in conjunction with separate briefings that might have been arranged for them on the FY 1994 defense budget request and the Bottom Up Review.

In lieu of a group event, I directed my staff to look for individual opportunities to maintain communication with the "flags" and take advantage of the contribution they could make to the Administration. In addition to periodic phone conversations with various members of the group, we have concentrated on placing individuals from the group on appropriate boards and commissions. As the list at Tab A indicates, we have been successful in this regard in a number of instances. Two from the group (RAdm Dorman and, of course, Adm Crowe) have been appointed to senior government positions. In addition, Alexis intends to coordinate with Ann Stock for social invitations and inclusion of Office of Public Liaison briefings where appropriate.

As we approach the mid-point of your first term, I believe you have established a relationship with General Shali and the Joint Chiefs that mitigates my earlier concerns about a meeting with the "flags." I think that it is now appropriate to bring the group to town for an organized activity, to include a meeting with you. Specifically, I would recommend that we organize a one-day program here that would include, inter alia, the following activities:

- Briefing by NSC on our new peacekeeping policy (PDD-25);
- Briefing by NSC and OMB on our FY 1995 defense budget and FYDP;
- Lunch at White House hosted by you;
- Briefing by "Shy" Meyer on his panel's readiness report;
- Briefing by John White on the work program of his Roles and Missions Commission.

RECOMMENDATION

That you approve the above event in principle.

_____ Approve _____ Disapprove

Attachment

Tab A Appointment of "Flag" to Boards,
 Commission and USG Positions

APPOINTMENT OF "FLAGS" TO BOARDS, COMMISSIONS
AND USG POSITIONS

American Battle Monuments Commission

Gen Fred F. Woerner, Jr.	(Chairman)
BGen Evelyn "Pat" Foote	(Member)
BGen Douglas Kinnard	(Member)
BGen Gail Reals	(Member)

Defense Policy Board

Gen John A. Wickham, Jr.	(Member)
VAdm Richard Truly	(Member)
RAdm Thomas Brooks	(Member)
BGen William Seawell	(Member)

DoD Roles and Missions Commission

LtGen Bernard "Mick" Trainor	(Member)
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U.S. Ambassador to the Court of St. James

Adm William Crowe	(Now serving)
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Base Realignment and Closure Commission - 1995

BGen Evelyn "Pat" Foote	(NSC recommendation - pending)
BGen Gail Reals	(NSC recommendation - pending)

Director, Selective Service System

BGen Evelyn "Pat" Foote	(NSC recommendation - not accepted)
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Assistant Secretary of Defense/SOLIC

RAdm Cathal L. Flynn	(Was a finalist for position, but not selected)
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Deputy Director for Research and Engineering/DoD

RAdm Craig Dorman	(Now serving)
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18
2/3/97

Mem memo. 57.2.2.27

Phil's

MEMORANDUM FOR THE PRESIDENT
LEON PANETTA

FROM: ~~GEORGE STEPHANOPOULOS~~

~~PHIL LADER~~

~~LINDA LADER~~

~~BILL GALSTON~~

~~JOEL KLEIN~~

~~MARK GEARAN~~

~~MIKE LUX~~

6.2999

6.2632

6.6432

6.2506

SUBJECT: RELATIONS WITH RELIGIOUS COMMUNITY

To follow up on our last memorandum, a group of us met on July 18 to prepare further recommendations for action.

First: A White House working group on religious issues will meet weekly. This group will monitor issues of interest to religious communities and coordinate Presidential and Administration actions of special concern to these communities. This group will include representatives from major White House departments.

Second: We believe Bill Galston should be authorized to monitor day-to-day regulatory, legislative and policy decisions that affect religious communities. We need to make clear to various departments that issues must be vetted by Bill before final decisions are taken.

Third: Joel Klein will work with the Justice Department to establish a working group on the implementation of the Religious Freedom Restoration Act. A Justice Department official from the Civil Division will have responsibility for heading the group, which will include White House and other Cabinet representatives.

Fourth: Our White House working group will prepare a comprehensive strategy memo -- White Paper -- on religious issues for you to review during the August Break. This memorandum will cover three broad areas:

- 1.) Themes/Policy (Galston)
- 2.) Politics/Constituencies (Lux, Lader)
- 3.) Press/Communications (Gearan, Baer)

Let us know if you have any additional thoughts or suggestions.

(H)
Please set up another
religious mtg
for next week.

(7-5)

JUL 27 1994

July 6, 1994

MEMORANDUM FOR HAROLD ICKES

FROM: Alexis Herman

SUBJECT: Religious Strategy

Based on prior discussions and consultations with individuals inside and outside the Administration, we have identified two goals in developing a strategy around religious issues and constituencies: 1) to shore up the President's support among people of faith and 2) to make political moderates of all religious persuasions see this administration as an alternative to the Republican party as it moves ever further to the right.

The objectives of this memoranda are two fold:

- First, recommendations for a structure that facilitates achieving the two above mentioned goals.
- Second, initial recommendations and/or action steps that are relevant for each team for follow up.

I. STRUCTURE

We recommend an inter-departmental working group that focuses on the administration's religious strategy in order to meet the goals we have laid out. Our recommendation is to set up three inter-departmental teams that would work together on an ongoing basis, but would also meet together as a bigger working group every two weeks to review progress on the goals. The three teams, meeting on an as-needed basis, would be built around the following tasks:

- Politics, Election, and Organization Building: The mission of this team is to develop an outside coalition in key states to counter the radical right, and to provide data on supportive and influential religious leaders in targeted districts and states. People on this team would include a representative from the Office of Public Liaison, Political Affairs and Intergovernmental Affairs. They would consult closely with the DNC and other political committees on specific strategies as well as outside groups we know are friendly; such as, People for the American Way, Interfaith Alliance, and National Council of Churches.

- **Issues and Appointments:** The mission of this team is to track policy issues that impact the above stated goals, as well as to anticipate any political issues that arise from personnel decisions. People on this team would include a representative from the Domestic Policy Council, the Office of the General Counsel, Cabinet Affairs and the Office of Public Liaison.
- **Communications, Briefings, and Surrogate Strategies:** The mission of this team is to develop the message, identify scheduling opportunities and key surrogates. People on the team would include a representative from Communications, Political Affairs, Cabinet Affairs, and the Office of Public Liaison.

Each team would monitor what is going on around the country in its area of expertise, and would develop specific strategies and work-plans for that area. They would all report every two weeks to the overall working group. Personnel, Scheduling, key Administration representatives, the DNC, and our Political Consultants would be a part of the overall working group.

II. Recommendations/Action Steps

It is important that we use all the tools available to us as we move forward strategically to do a better job communicating with people of faith. As a result of on-going discussions with prominent theologians and religious leaders, we suggest the following for each of the teams to explore:

1. Politics, Election and Organization Building Team

- In addition to rank-and-file church-goers, outreach should be done to 3 categories of church leaders:

Leaders of the mainline Protestant and Jewish institutions comprise an extremely supportive group, both because of the administration's positions on issues and out of fear of the radical right. With encouragement, they could become some of our best surrogates.

Catholic leadership and rank-and-file Catholics tend to be classic swing voters in national elections. Although abortion and some other issues will always be a barrier with the Catholic hierarchy, there are some things we can still do to appeal to them.

Politically moderate Evangelicals are not entirely comfortable with the administration or with the Christian Coalition. Since the President and Vice-President are both in this category personally, there is a great deal more that we can do to reach out to them.

- Codify state by state analysis of activities and races. (Political has initial information)

2. Issues and Personnel

There have been a variety of regulatory and legal issues come up that have been of great symbolic and substantive concern to church leaders and people of faith. These include:

- the EEOC harassment guidelines,
- implementation regs for RFRA, and
- the DOJ ruling on church contributions prior to bankruptcy.

In addition, there have been appointees that have raised red flags, and appointees' public statements that have caused great alarm amongst people of faith.

We need to have this team serve as an early warning system for these kinds of concerns, and any required follow up. Additionally, we need the entire administration to show discipline in routing potential issues and statements to this team. (We still need sign off on the Presidential response to the Senate letter.)

3. Communications, Briefings, and Surrogates

Communications:

- Language resonates with Christians as it does with everyone else. There are certain phrases that could be worked into Presidential speeches, and others we could avoid. In talking with church leaders and theologians, we came up with the following list:

Should use

"The Bible is a prime instrument..."

Radical, extremist

Salvation

renewal

covenant

quotes from well known theologians

quotes from the Bible

Should Avoid

"The Bible is important"

Religious Right

New age

"the sacredness of nature"

"realizing one's human potential"

- It is important for the President and other administration officials to site specific policy examples of how we have promoted religious freedom, religious institutions and religious values; for example, the Religious Freedom and Restoration Act and the Americorp program as contrasted with the Peace Corps.
- Regularized communication briefings with Religious Press.

Events/Briefings:

- It would be worthwhile to schedule more meetings, events and speeches for the President that focus on religion and values to help reinforce the President's commitment to these concerns. This includes events with church leaders, events in churches, and events with children and young people.
- It is an extremely high priority to begin scheduling the monthly religious breakfasts again -- those are valuable from both a communications and an outreach point of view.
- Targeting invitations for White House briefings to supportive church and lay leadership.

Surrogates:

Three different types of surrogates should be used to help communicate our message.

- Administration surrogates who are well-known and well-respected by church leaders. This category includes Vice- President Gore, Mrs. Gore, Phil Lader and Secretary Riley.
- Non-administration surrogates who are well-known people of faith and clearly friends of ours, such as members of Congress, Governors, and religious leaders and writers.

The above should be used to overtly defend the President, and help build the case for him as a man of deep conviction and high morals who has been wrongly attacked by extremists with a political agenda instead of a religious or moral one.

- Well-known theologians, writers, and church leaders who are not identified with us, and in some case have no desire to be, but who share with us a disgust for the tactics and blatant political ideology of the radical right. We could also use members of the business community who are upset by radical right activity. The individuals would never need to mention the President, but would point out how un-Christian the tactics of the radical right have become:

June 27/7PM

TO: Alexis Herman

FROM: Bill Galston

SUBJ: Religious groups memo and letter

*Told Bill
Bill
Phil*

This draft reflects your comments and Linda's. Phil has looked at it and suggested some verbal edits but no real substantive changes.

As soon as you and George sign off, the package is on its way to the President. This may not happen until tomorrow morning. But given the President's New York trip tonight, that doesn't seem to matter very much.

DRAFT2

DRAFT2

DRAFT2

DRAFT2

DRAFT2

DRAFT2

June 27, 1994

MEMORANDUM FOR THE PRESIDENT

**FROM: BILL GALSTON
 GEORGE STEPHANOPOULOS
 ALEXIS HERMAN
 LINDA LADER
 DAVID GERGEN (?)**

SUBJECT: RELATIONS WITH RELIGIOUS GROUPS

Introduction

In recent weeks, the relationship of religious groups with the Republicans and with your administration has become a focal-point of public discussion. The victories of Oliver North in Virginia and Allen Quist in Minnesota and events at the Texas Republican convention have triggered speculation about a "religious right" takeover of the Republican party. Meanwhile, continuing controversy over such issues as abortion, gay rights, and freedom of religious exercise and expression have led some religious conservatives to accuse your administration of being indifferent or even hostile to religion. Statements by administration officials and party spokesmen have proved to be flash-points. Just last week, eighty-seven Republican House members demanded that you force the resignation of Surgeon-General Elders, while all forty-four Republican Senators asked you to repudiate remarks by Rep. Vic Fazio critical of the "Christian radical right."

The purpose of this memorandum is to place this controversy in a broader context and to suggest a strategic response that would reflect your long-held convictions, enhance the dignity of the presidency, and contribute to a more productive public dialogue.

During your presidential campaign, you brought people together around an agenda that successfully integrated economic and moral concerns. Now, once again, you have an opportunity to unite citizens of good will around core principles. Your administration and the Democratic party must seize the high ground of our historic tolerance for Americans of many faiths--and of no faith. But there is a right way and a wrong way to oppose intolerance. We cannot allow our attack on extremism to become, or even to be perceived as, an attack on sincere religious conviction and on the participation of the faithful in our public life. We should not give our adversaries an opening to portray your administration as hostile to religion. While vigorously opposing bigotry cloaked in the language of piety, we need a sustainable longterm strategy for diminishing the sense of distance from your administration now experienced by many believers who are not extremists. This is an opportunity for presidential leadership--and statesmanship--that should not be missed.

Background and context

The current debate over the political role of conservative religious groups is framed by four large facts.

1. Despite the predictions of generations of sociologists, the United States has not moved toward increased secularization. We remain (by a wide margin) the most intensely religious of all the industrial democracies, with levels of belief and observance five to ten times higher than in many European countries.

2. Because so many American faiths were born in dissent from orthodoxy and flight from persecution, and because our faith is so vigorously diverse, deep religious conviction in this country has typically gone hand-in-hand with an equally deep commitment to religious toleration. In the long run, American religious and political leaders pay a steep price when they cross the line dividing tolerance from intolerance.

3. Most Americans believe that the moral foundation of our society has eroded dangerously over the past generation. (When asked in a Newsweek poll earlier this month whether the United States is in a "moral and spiritual decline," 76 percent of respondents answered affirmatively.) For many, organized religion provides both a vocabulary for criticizing this decline and an institutional means of resisting it. Others who disagree with the answers offered by religious conservatives believe that they are at least addressing the right questions. Political leaders who are seen as insufficiently concerned about and responsive to this perception of social decay will increasingly be regarded as out of touch and irrelevant.

4. Starting during the Carter administration, many evangelical Protestants and moderate-to-conservative Catholics migrated to the Republican party. That trend is not likely to be reversed any time soon. In 1992, an unpopular Republican incumbent not particularly trusted by the right wing of his own party nonetheless managed to garner 62 percent of the vote among white born-again Christians.

But the broader history of 1992 is instructive. The Republican convention crossed the line from traditional morality to intolerance, alarming moderates in both parties. At the same time, while you adopted forthright positions on a number of controversial social issues, your campaign sent important signals of your openness to faith communities. Your emphasis on the need for the rebuilding of our society through increased personal responsibility and firmer faith as well as common action conveyed your vivid awareness of moral and social decline and helped diminish the intensity of opposition to your candidacy, even among those who supported your adversaries. In short, you reached out to religious traditionalists in a way that enhanced the depth and legitimacy of your eventual victory. It is now time to renew and extend that endeavor.

Reaching out to religious communities

As part of a strategy for reaching out to religious communities, we recommend the following steps:

1. You should review, revise, and sign the attached letter to the Republican Senators.

2. You should send clear signals to your appointees that harsh and provocative statements about religious conservatives are not in the best interests of our country or of your presidency.

3. Last year's events such as breakfasts with religious leaders proved highly effective in building bridges to their communities and generated much positive media coverage. You should insist on resuming scheduling such events on regular basis--at least once a month, more often if possible--and bolster them with personal meetings and interviews with selected religious media.

4. You should continue speak out frequently on issues such as personal responsibility, teen pregnancy, parental duties, service to nation and community, the formation of good character needed to sustain a decent society, and the role of faith in our public life. Don Baer should be asked to formulate a plan for building on the values-oriented speeches you delivered in May, and you should consider devoting a major address to the role of religion in public life.

5. An informal White House working group has been meeting to monitor legislative, regulatory, and judicial activities of the administration of concern to organized religion. Some more regular mechanism needs to be established to carry this work forward. Its principal purpose would be to anticipate and ward off potential problems rather than (as is so often the case right now) responding to them defensively after the fact.

6. To the maximum extent possible, those responsible for fashioning political tactics should act in coordination with your overall strategy. If we are not careful, shortterm "red meat" rhetoric could drown out the longterm approach we recommend.

Conclusion

Strong faith is an enduring strand of American life. But its intensity waxes and wanes in response to broad social conditions. In general, periods of rapid economic and social change engender anxiety that can trigger upsurges of religious fervor. This was the case in the 1920s, and it is true today. We are living through a period of economic and social dislocation that many Americans are experiencing as confusing and alarming. Not surprisingly, they are looking for sources of stability and security.

For many, conservative faith communities are providing structures of meaning and human connection no longer reliably available in families, neighborhoods, and workplaces. We may not agree with much of what they are saying and doing. But we must publicly articulate the very real concerns to which they are pointing, and we must advance our own responses to them. Ceding this terrain to our adversaries in the name of shortterm tactical considerations would be a blunder of significant--perhaps historic--proportions.

Presidential response to the Republican Senators
Galston draft 2/June 27, 1PM

Dear X:

Thank you for your letter of June 22, which raises issues of central importance for every American. I am in full agreement that a candidate's religious beliefs are not a basis for questioning his or her fitness for public office. Indeed, no principle is more firmly rooted in our history and laws.

For centuries, our country has enjoyed a unique tradition of religious liberty. Members of every faith have been able to profess their deepest convictions and carry out the precepts that flow from those convictions. Free exercise for every faith, establishment for none, a prohibition on religious tests for public office--these tenets are the foundation of the rights we cherish, and of our entire constitutional tradition. Enshrined in the hearts of our citizens, this tradition has allowed our country to enjoy a religious life unparalleled in its vigor and diversity. It was to safeguard and strengthen this tradition that I was proud to sign into law the Religious Freedom Restoration Act, which my administration will vigorously enforce.

We Americans have never believed that faith is a purely private matter. Faith can lead to action, and the voices of many faiths have always been part of our nation's public dialogue. It is entirely appropriate for those voices to attempt to persuade others, and to craft policies that reflect the principles on which we come to agree through unfettered debate. The place of religion in our civic life extends well beyond public dialogue. Faith strengthens the bonds of family and community, and it helps shape the good character of citizens without which we cannot hope to be a decent society. This is why I have often said that in our public life, freedom of religion does not and cannot mean freedom from religion.

Because religion in our country is so diverse and so publicly engaged, tolerance is an indispensable virtue, among individuals and among faith communities. Tolerance rests on mutual respect across our differences. It requires that we refrain from coercion to resolve those differences. And tolerance reinforces what share despite our differences--the very foundation of our constitutional faith, a full and equal citizenship under law. In our tradition, extremism in pursuit of virtue is no virtue. and tolerance in defense of truth is no vice.

Sharp, vigorous debate is the lifeblood of our democracy. But there is a line between the frank articulation of differences and personal attacks on individuals or groups. Public discourse that demonizes opponents frays the social fabric and impedes the vital search for common ground on the issues our nation must address. I call upon all Americans of good will to refrain from this kind of rhetoric and to repudiate it whenever it is employed.

I have spoken out repeatedly against intolerance and bigotry of every kind, and I will continue to do so. I expect every member of my administration to adhere to the highest standards of tolerance. Those who oppose my administration should do likewise. The alternative to a new birth of tolerance in our public life is the continued erosion of the people's faith in our capacity for responsible self-government. Surely a pervasive cynicism about leaders and institutions of every kind is not the legacy we want to bequeath to the next generation. But that is where we are heading, unless we abandon the politics of mutual annihilation and refocus our energy on the real and urgent problems our nation faces.

Sincerely,

Bill Clinton

August 16, 1994

MEMORANDUM FOR THE PRESIDENT

FROM: Alexis Herman

RE: Statement from African-American
Religious Leaders

The attached list of ministers have expressed support for the passage of the Crime Bill.

Attachment

AMH:rgm

cc: Leon Panetta

THE WHITE HOUSE
Office of Media Affairs

FOR IMMEDIATE RELEASE

August 16, 1994
Contact: Keith Boykin
(202) 456-7150

STATEMENT BY AFRICAN-AMERICAN RELIGIOUS LEADERS

Washington -- The White House today released the following statement by African-American religious leaders supporting the crime bill.

"In the words of an African proverb 'It takes an entire village to raise a child.' We believe there is no more important responsibility of society than to raise its children to become upstanding adults. Parents and families must shoulder the burden of this duty, but all of society -- including government -- must pitch in. That is why we support the President's crime bill.

While we do not agree with every provision in the crime bill, we do believe and emphatically support the bill's goal to save our communities, and most importantly, our children.

We believe and support the \$8 billion in the bill to fund prevention programs such as grants for recreation, employment, anti-gang and comprehensive programs to steer our young people away from crime.

We believe in drug treatment to help get federal and state inmates out of the cycle of dependency.

We believe in programs to fight violence against women.

We believe in banning assault weapons, and preventing these deadly devices from falling into the hands of criminals and drug dealers.

We believe in putting 100,000 well-trained police officers on the streets of our most violence-plagued communities and urban areas.

We believe that 9-year-olds like James Darby of New Orleans, who was killed by a stray bullet only days after writing a plea to President Clinton to stop the violence, must have the opportunity to live and learn and grow in safe, decent communities.

For all these reasons, we support the crime bill and we urge others to join us in this crusade."

####

Charles Adams
National Progressive Baptist Convention, President
Detroit, Michigan

Bishop H.H. Brookins,
AME Denomination
Los Angeles, California

Rev. Dr. Amos Brown
Third Baptist Church
San Francisco, CA

Bishop E. Lynn Brown
Christian Methodist Episcopal
Los Angeles, California

Rev. John A. Cherry
Full Gospel AME Zion Church
Temple Hill, MD

Rev Howard Chubbs
Providence Baptist Church
Greensboro, N.C.

Father George Clements
The Alliance for Rights and Responsibilities
Washington, D.C.

Bishop J. Clinton Hoggard
AME ZION Church
Washington, DC

Rev. John Doggett, Superintendent
United Methodist Church
St. Louis, MO

Rev Jerry Drayton
New Bethel
Baptist Church
Winston-Salem, N.C.

Rev. Walter Fauntroy
New Bethel Baptist Church
Washington, D.C.

Bishop Louis Ford
Church of God in Christ
Chicago, Illinois

Bishop William Graves
Christian Methodist Episcopal Church
Memphis, Tennessee

Rev. Joe Hardwick
Praises of ZION Baptist Church
Los Angeles, CA

Rev Calvin A. Harper
Morning Star Baptist Church
Cincinnati, OH

Bishop Fred James
AME Denomination
Washington, DC

Dr. T.J. Jemison, President
National Baptist Convention USA
Baton Rouge, LA

Rev E. Edward Jones
Galilee Baptist Church
Shreveport, LA

Rev. Odell Jones
Pleasant Grove Baptist Church
Detroit, Michigan

Rev. William A. Jones Jr.
Bethany Baptist Church
Brooklyn, NY

Rev W. B. Lewis
President North Carolina General State Baptist Convention
Raleigh, NC

Bishop S.C. Madison
United House of Prayer
Washington, D.C.

Bishop Haskell Mayo
African Methodist Episcopal
Fourth Episcopal District
Chicago, Illinois

Rev. Randall McCaskell
Concerned Black Clergy of Philadelphia, President
Philadelphia, Pennsylvania

Dr. John Miles
Morning Star Missionary Baptist Church
Kansas City, Missouri

Rev. James E. Milton
Southern Baptist Church
Cincinnati, OH

Rev Dr. Frank Pinkard
Evergreen Baptist Church
Oakland, CA

Bishop Norman Quick
Church of God in Christ
New York, New York

Dr. W. Franklyn Richardson, General Secretary
National Baptist Convention USA
Mt. Vernon, NY

Joseph L. Roberts Jr.
Ebenezer Baptist Church
Atlanta, GA

Bishop J.H. Sherman
Church of God in Christ
Charlotte, North Carolina

Rev. Dr. E.E. Stafford
Mt. Tabor Baptist Church
Los Angeles, CA

Rev. Charles Stith
Union United Methodist Church
Boston, Massachusetts

Bishop Frederick Talbot
African Methodist Episcopal
Arkansas/Oklahoma

Dr. M.T. Thompson
Berkeley Mount ZION Baptist
Berkeley, CA

Wyatt T. Walker
Canaan Baptist Church
New York, NY

Bishop L.T. Walker
Church of God in Christ
Little Rock, Arkansas

Bishop George W. Walker Sr.
AME Zion Denomination
New York, NY

Dr. Kenneth Whalum
Olivet Baptist Church
Memphis, Tennessee

Rev. Frederick Williams
Episcopal Church of the Intercession
New York, NY

Bishop Milton Williams
AME Zion Church
Washington, DC

*Danny
Did this happen?
msh*

THE WHITE HOUSE
WASHINGTON

[Handwritten signatures and initials]

March 24, 1994

MEMORANDUM FOR THE PRESIDENT

FROM: DANNY WEXLER
SUBJECT: NEW NATIONAL PRESIDENT OF THE ELKS ATTENDING
THE MARCH 25 RADIO ADDRESS

The National President (Grand Exalted Ruler) of the Benevolent and Protective Order of Elks and his wife have been invited to attend this weeks radio address.

Kenneth Moore and his wife Rosemary are from Corona, California (near Long Beach). Originally from South Dakota, Ken spent two years as an Oregon State Policeman before going into the Mobile Home business. He recently retired. Ken began his service as "Grand Exalted Ruler" of the Elks in August of 1994 and will serve until August of this year. He and his wife will spent 48 out of those 52 weeks travelling to Elks lodges in all 50 states.

It is a tradition for the President to meet briefly with the Elks National President.

The Elks is the nation's largest fraternal group, with over 1.3 million members in all 50 states. Last year Elks contributed more than \$132 million and donated more than 5.5 million hours in various community service activities. In addition the Elks are the largest private source of College scholarships.

The Elks also fund hospitals and research centers, support youth programs and make substantial contributions to hospitalized veterans. During each of the past 12 years, they have donated more than \$2 million and countless volunteer hours in operating one of the nation's largest Drug Awareness program.

As you recall, you addressed the Elks national convention last year by video.

The photo taken tomorrow with Ken and Rosemary will be published in The Elks Magazine (1.5 million readers). In addition the photo will circulated in Elks publications in California where the Elks have about 200,000 members.

Earlier this week they met with the California Senators, Representative Ken Calvert (R-CA) and House Speaker Newt Gingrich.

Alexis:

Yes, they come in for the radio address.
Attached is their publication which will
be distributed at their convention and
be sent to their more than 1 million
members. They estimate more than 2
million people will see this.
Denny

JUN - 2 1935

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

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NATIONAL LEADERS MEET IN OVAL OFFICE



W

hen GER Kenneth L. Moore and his wife, Rosemary, met with President Bill Clinton in March at the White House, the president expressed encouragement to the Elks to persevere in their many activities to the benefit of their communities and the nation. GER Moore assured the president that the Elks are meeting the challenge.

MEMO

To: Alexis Herman
 From: Richard Hayes *RD*
 Re: Thanks
 Date: January 17, 1995

*Told Ben
2/13*

JAN 18 1995

Thanks much for taking the time to meet with me last Monday. It was good seeing you.

I am looking forward to the interviews you agreed to set up at OMB, DPC, and NEC. Hopefully, something will come of them. Other places that I would also be interested in working at in the Administration include the Vice-Presidents office and EPA and DOE. Prior to coming to Labor, I was under serious consideration to the position of Assistant Administrator for Solid Waste and Emergency Response (OSWER) at EPA, but lost out to Elliot Lohs who worked with Ron Brown at Patton, Boggs and Blow. I also worked closely with DOE over the last year or so while at OSHA. In the mean time, I have started working as a Senior Advisor to Tim Barnacle. I will be focusing on welfare and regulatory reform for starters.

As we discussed, I have proceeded to set-up the first dinner we talked about with a few senior Black and Hispanic political appointees at the Department of Labor. I talked to Ruby and Ben and they were going to discuss with you to see about doing either the last week in January or the first week in February. As soon as I hear from Ruby, I will confirm with the people I invited (Tom Williamson, Oliver Quinn, Maria Echaveste, Shirley Wilcher and Robert Rodriguez). I also mentioned it to Ernie who has expressed an interest in such a gathering. People are quite excited about doing this, so we will see what happens.

As always, thanks much for your support and help. If you want to reach me or here of any other prospects (either in the government or outside), I can be reached at 219-6197. Take care and I will talk to you soon.

*② 1st wk | Feb | Ben have you
vetted names for
dinner*

*① Resume → Leslie
Tyson,
Kivler*

1 2

Name	Date
<i>Dally, Pustan</i>	<i>11/30/96</i>

Counsel



FAX TRANS MISSION

U.S. DEPARTMENT OF COMMERCE

OFFICE OF BUSINESS LIAISON

14TH & CONSTITUTION AVENUE, N.W., ROOM 5062

WASHINGTON, D.C. 20230

PHONE: 202/482-1360

FAX: 202/482-4054

To: ALEXIS HERMAN / ATTN: RUBY

Fax #: 454-2983

Pages: 4 (including this cover sheet.)

From: MELISSA MOSS

Subject: CEO REUNION

COMMENTS:

THIS WAS E-MAILED TO KITTY HIGGINS & STEVE

SILVERMAN

This is what Melissa Moss wants
to talk to you about. Kate Carr
thinks it is a good idea, too.

*Danny
re-submits as
a scheduling
request*

*Kate
improving
THS*

*Let's send a
note on this to
DANNY*

May 11, 1995

MEMORANDUM FOR Kitty Higgins
 Steve Silverman

FROM: William Ginsberg
 Chief of Staff

SUBJECT: Scheduling Request, CEO Reunion

Attached please find a Presidential scheduling request for Sunday, July 23, 1995. The Department of Commerce is coordinating a reunion for the Chief Executive Officers that were members of the Presidential and Secretarial International Trade Missions led by Secretary Ronald H. Brown. This reunion is to be held in conjunction with a Department of Commerce conference on the Big Emerging Markets, the cornerstone of the Department's export strategy.

We request that President Clinton honor these Chief Executive Officers and members of the U.S. Business Delegations at a White House reception on Sunday, July 23, 1995. We envision inviting approximately 400 people, including the CEOs and their spouses. With your support, the Office of Business Liaison will handle all logistics.

A White House reception would be an excellent opportunity to showcase the success of the Clinton Administration in promoting US exports abroad, accounting for over \$25 billion in private contracts for American businesses. As proposed, this event is scheduled to coincide with the Big Emerging Markets Conference in Washington, D.C. This is opportunity is dual-purpose, allowing the President to advance his economic message during the month of July and as well as a unique forum to highlight the CEOs, their companies and success stories.

Please pass this to Billy Webster as soon as possible.

Schedule Proposal

DATE OF REQUEST 5/11/95

 ACCEPT REGRET PENDING

TO:

William Webster
Assistant to the President and Director
of Scheduling and Advance

FROM:

Kitty Higgins
Secretary to the Cabinet

ORIGIN:

Department of Commerce, Office of Business Liaison,
and the Office of the Secretary

REQUEST:

Reception in the East Room of the White House for the
President to honor members of the U.S. Business
Delegations for Presidential and Secretarial Missions led
by Department of Commerce Secretary, Ronald H. Brown

BACKGROUND:

The White House reception would be the highlight of the
"CEO Reunion" focusing on the Administration's success
in the promotion of U.S. technology and products abroad.

PREVIOUS PARTICIPATION:

None

DATE AND TIME:

Sunday, July 23, 1995, 5:30-7:30pm

DURATION:

60 minutes

LOCATION:

East Room of the White House

PARTICIPANTS:

Approximately 350-400 people would attend (including
CEOs and their spouses).

OUTLINE OF EVENTS:

The President would make brief remarks.

REMARKS REQUIRED:

Remarks will be prepared by the Office of Business
Liaison, U.S. Department of Commerce.

MEDIA COVERAGE:

None.

1st LADY'S ATTENDANCE:

Requested

VICE PRES. ATTENDANCE:

Requested

2nd LADY'S ATTENDANCE: Requested

RECOMMENDED BY: Melissa Moss, Director, Office of Business Liaison,
Office of the Secretary

CONTACT: Jennifer Johnson, Confidential Assistant to the Director of
the Office of Business Liaison (202) 482-1360.

[illegible]

ROUTING SLIP

DATE: 5/16/95

FROM: Billy Webster
Director of Scheduling and Advance

SUBJECT: Paperwork Reduction Act - May 22nd

Don Baer	☒	Abner J. Mikva	☐
Erskine Bowles	☐	Laura Tyson	☐
Rebecca Cameron	☒	Leon Panetta	☐
Peg Cusack	☐	John Podesta	☒
Rahm Emanuel	☐	Jack Quinn	☒
Mark Gearan	☒	Carol Rasco	☐
Jack Gibbons	☐	Lee Satterfield	☐
Pat Griffin	☐	Patti Solis	☐
Marcia Hale	☐	Doug Sosnik	☐
Alexis Herman	☒	G. Stephanopoulos	☐
Nancy Hernreich	☐	Ann Stock	☐
Kitty Higgins	☒	Stephanie Streett	☐
Harold Ickes	☐	Kim Tilley	☒
Anthony Lake	☐	Jodie Torkelson	☐
Bruce Lindsey	☐	Melanne Verveer	☐
Mike McCurry	☒	Anne Walley	☐
Anne McGuire	☒	Maggie Williams	☐

Mack McLarty

FILE: accepted May 22nd

FYI ☒

ADVICE ☐

ACTION ☐

Alice Rivlin ☒

Clarie Kanark ☒

Ricci Neppin ☒

REGRET POTUS, suggest a surrogate is needed: _____

COMMENTS: Accepted per Billy

Accepted

ROUTING SLIP

DATE: 4/21/95

FROM: Billy Webster
Director of Scheduling and Advance

SUBJECT: Signing Ceremony For Paperwork Reduction Act of 1995

Don Baer	☒	Abner J. Mikva	☐
Erskine Bowles	☐	Laura Tyson	☐
Rebecca Cameron	☒	Leon Panetta	☐
Peg Cusack	☐	John Podesta	☐
Rahm Emanuel	☐	Jack Quinn	☒
Mark Gearan	☒	Carol Rasco	☐
Jack Gibbons	☐	Lee Satterfield	☐
Pat Griffin	☒	Patti Solis	☐
Marcia Hale	☐	Doug Sosnik	☐
Alexis Herman	☒	G. Stephanopoulos	☐
Nancy Hernreich	☐	Ann Stock	☐
Kitty Higgins	☐	Stephanie Streett	☒
Harold Ickes	☐	Kim Tilley	☒
Anthony Lake	☐	Jodie Torkelson	☐
Bruce Lindsey	☐	Melanne Verveer	☐
Mike McCurry	☒	Anne Walley	☒
Anne McGuire	☒	Maggie Williams	☐
Mack McLarty	☐	Alice Rivlin	☒
FILE: ☒	Accept	Sally Katzen	☒
		Elaine Kamark	☒

FYI ☒ ADVICE ☐ ACTION ☐

REGRET POTUS, suggest a surrogate is needed: ☐

COMMENTS: Accept Per Billy 4/21.

Accept
only as
photo op
in Oval.
5 minutes
6-10 people
maximum
Date to be
determined
We cannot
do Rose
Garden
Event.

SCHEDULE PROPOSAL

TODAY'S DATE: 4/20/95

<u>ACCEPT</u>	<u>REGRET</u>	95 APR 20 P 6: 48 40 NDING
---------------	---------------	---------------------------------------

TO: Billy Webster
Director of Scheduling and Advance

THROUGH: Alice M. Rivlin *AMS*
Director, Office of Management and Budget

FROM: Sally Katzen *SK*
Administrator, Office of Information and
Regulatory Affairs

REQUEST: Signing ceremony for Paperwork Reduction Act
of 1995

PURPOSE:

- (1) Take credit for legislation that was passed without dissent by the House and Senate that will reduce paperwork and improve government management of information;
- (2) Highlight the President's willingness to sign legislation that is reasonable, truly bipartisan, and beneficial to the public;
- (3) Emphasize that this Administration has already reduced paperwork (showing that we did not wait for legislation before acting) and have recently announced two significant initiatives: (a) a page-by-page review of existing regulations (which will result in the elimination of some paperwork); and (b) a call for agencies to cut the frequency of reporting in half; and
- (4) Announce yet another new initiative -- specifically, the Act not only deals with paperwork but also seeks to improve government management of information through technology. To drive that nexus home, the President can announce that for every new government form that requests information, either people must be given the option of responding electronically, or the agency must explain why that should not be done.

BACKGROUND: On April 6, the House (423 to 0) and the Senate (unanimously) passed S. 244, the Paperwork Reduction Act of 1995 (PRA). This Act is the result of genuine bipartisan efforts and, as the votes reflect, it enjoyed almost universal support.

PREVIOUS PARTICIPATION: On December 1, 1993, in response to a letter to the President, then-Director Panetta wrote to Senators Bumpers and Nunn supporting what became S. 244. On June 15, 1994, he wrote to Chairman Glenn, repeating this support. Sally Katzen emphasized this support in House and Senate testimony, and there were supportive SAPs both last year and this.

DATE AND TIME: Either the first week of May or promptly after the President returns from Russia, during the week of May 15-19. Both the lead Senate and House sponsors (Senator Nunn and Congressman Clinger) have expressed an interest in attending a signing ceremony, and are trying to hold S. 244 until a date is chosen. We have been told that the clerk would be willing to hold the engrossed bill longer than usual if a firm date is established for a signing ceremony. Otherwise, the clerk will send the bill on now, and we would have only ten days to sign it.

BRIEFING TIME: Very little time required -- only to go over brief remarks and meet and greet some of the sponsors before the ceremony.

DURATION: Maximum 30 minutes.

LOCATION: The Rose Garden.

PARTICIPANTS: The patriarchs of the Paperwork Reduction Act of 1980 -- Governor Lawton Chiles and former Congressman Frank Horton; bipartisan House and Senate support -- leadership, sponsors (Nunn Clinger, Glenn, and Roth), and pertinent staff; public support (comprising, in part, the "Paperwork Reduction Act

Coalition") -- small and large business organizations, State and local groups, and pertinent public interest groups.

Attached is a complete list of those whom we propose be considered for attendance.

OUTLINE OF EVENTS:	Signing statement; brief remarks by lead sponsors.
REMARKS REQUIRED:	Brief remarks. My office will work closely with speech writers. We can also supply "props" -- such as copies of "before" and "after" versions of forms that have been consolidated, shortened, or eliminated, as well as charts or other graphics to showcase some of the best examples. (Some rough drafts are attached to provide some indication as to what we have in mind.)
MEDIA COVERAGE:	Yes.
FIRST LADY'S ATTENDANCE:	Not required.
VICE PRESIDENT'S ATTENDANCE:	Strongly recommended (consistent with other regulatory reform events).
SECOND LADY'S ATTENDANCE:	Not required.
RECOMMENDED BY:	Vice President
CONTACT:	Sally Katzen
ORIGIN OF THIS PROPOSAL:	Sally Katzen/Alice Rivlin/Vice President
METHOD OF EVENT PAYMENT:	N/A

SUGGESTED PARTICIPANTS

Congressional Support

Bipartisan House and Senate leadership

Senate -- Governmental Affairs and Small Business Committees

Chairman William Roth (with Frank Polk)
Senator John Glenn (with Lenard Weiss; David Plocher)
Senator Sam Nunn (with Bill Montalto)
Chairman Christopher Bond
Senator Dale Bumpers

House -- Government Reform and Oversight, and Small Business
Committees

Chairman William Clinger (with Kevin Sabo; Jeffrey Wilmot)
Congressman David McIntosh
Congresswoman Cardiss Collins (with Don Goldberg; David
McMillen)
Congressman Collin Peterson
Chairwoman Jan Meyers (with Jenifer Loon; Robert Coakley)
Congressman John LaFalce
Congressman Norman Sisisky

The patriarchs of the Paperwork Reduction Act of 1980 -- Governor
Lawton Chiles and former Congressman Frank Horton.

Outside Support

National Governors Association

National Association of Towns and Townships

The Business Roundtable

Most active members of the "Paperwork Reduction Act Coalition"

U.S. Chamber of Commerce -- Leshner
National Association of Manufacturers -- Jasinowski
National Federation of Small Business -- John Motley
Association of Records Managers and Administrators --
Tyrone G. Butler; Andrea D. Lentz
National Small Business United --
Small Business Legislative Council --

American Library Association -- Cooke or Heanue
American Association of Law Libraries
Bauman Foundation

Association of Research Libraries
Coalition for Networked Information
Information Industries Association
Information Technology Association of America
Electronic Industries Association
National Assn of State Information Resources Management
Executives

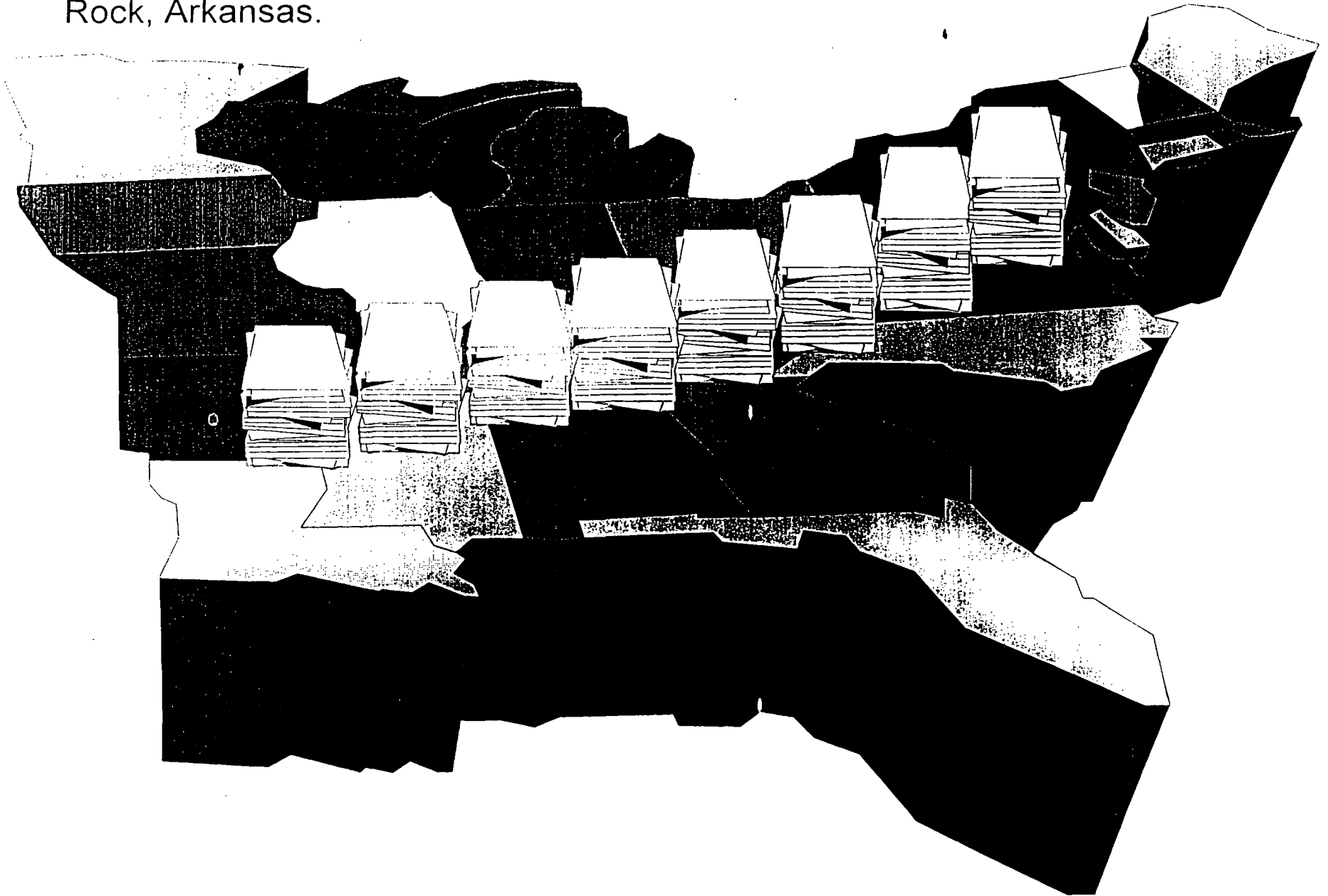
Special Libraries Association
Natl Assn of Governmental Archivists and Records Administrators
Electronic Frontier Foundation
Center for Democracy and Technology
Computer Professionals for Social Responsibility
Electronic Privacy Information Center
Council of Professional Assns on Federal Statistics -- Spar
American Statistical Association -- Horvitz or Gale
United Nations Statistical Office -- Habermann
Committee on National Statistics (NAS) -- Bradburn
Joint Program in Survey Methodology -- Groves
Urban Institute -- Norwood
Association of Public Data Users -- Salvo

Other members of the "Paperwork Reduction Act Coalition"

Air Transport Association of America
Alliance of American Insurers
American Consulting Engineers Council
American Institute of Merchant Shipping
American Iron and Steel Institute
American Petroleum Institute
American Subcontractors Association
American Telephone & Telegraph
Associated Builders & Contractors
Associated Credit Bureaus
Associated General Contractors of America
Association of Manufactured Technology
Automotive Parts and Accessories Association
Biscuit and Cracker Manufacturers' Association
Citizens Against Government Waste
Citizens for a Sound Economy
Computer and Business Equipment Manufacturers Assoc.
Contract Services Association of America
Copper & Brass Fabricators Council
Dairy and Food Industries Supply Association
Direct Selling Association
Eastman Kodak Company
Electronic Industries Association
Financial Executive Institute
Food Marketing Institute
Gadsby & Hannah
Gas Appliance Manufacturers Assoc.
General Electric

Glaxo, Inc.
Greater Washington Board of Trade
Hardwood Plywood and Veneer Association
Independent Bankers Association of America
International Business Machines
International Communication Industries Association
International Mass Retail Association
Kitchen Cabinet Manufacturers Association
Mail Advertising Service Association International
McDermott, Will & Emery
Motorola Government Electronics Group
National Association of Homebuilders of the United States
National Association of Plumbing-Heating-Cooling Contractors
National Association of the Remodeling Industry
National Association of Wholesalers-Distributors
National Food Brokers Association
National Foundation for Consumer Credit
National Glass Association
National Restaurant Association
National Roofing Contractors Association
National Security Industrial Association
National Society of Professional Engineers
National Society of Public Accountants
National Tooling and Machining Association
Northrop Corporation
Packaging Machinery Manufacturers Institute
Painting and Decorating Contractors of America
Printing Industries of America
Professional Services Council
Shipbuilders Council of America
Society for Marketing Professional Services
Sun Company, Inc.
Sunstrand Corporation
Texaco
United Technologies
Wholesale Florists and Florist Suppliers of America

On one program alone, the Education Department has saved about 800 miles of paperwork. That amount of paper would stretch from Washington, DC, to Little Rock, Arkansas.



EXAMPLES OF PAPERWORK REDUCTION FROM THE U.S. DEPARTMENT OF AGRICULTURE

DRAFT

Form	Action Taken	Number of People Affected	Burden Hours Reduced	Total Pages Reduced
NASS 0535-0125	Consolidation and elimination of questions in Farm Costs and Returns Survey, coupled with reduced sample size.	7860 farmers	14,597 hours	2,674,440 pages
NASS 0535-0109	Elimination of certain questions from the Agriculture Labor Survey, coupled with less frequent data collection.	38,410 farmers	12,149 hours	460,920 pages
Form ASCS-398	Elimination of this form (from ASCS 0560-0083 financial statement).	4,000 farmers	4,000 hours	8,000 pages
Forms ASCS-117, 118, and 120	Elimination of these three forms relating to USDA's potato diversion program (7 CFR Part 80).	18,000 farmers	8,251 hours	18,000 pages
Form FSIS-4337-1	Elimination of form dealing with supplemental qualifications statement for veterinary medical officers.	300 job applicants	900 hours	1,800 pages
REA Form-7	Allowing/encouraging use of electronic submission of information relating to REA electric loan application financial and statistical report.	542 of 815 annual reporters	6,495 hours	7,588 pages
REA Form-479	Allowing/encouraging use of electronic submission of information relating to financial and statistical report for telephone borrowers.	720 of 900 telephone borrowers	5,560 hours	7,200 pages
FSIS Form-9060-12	Elimination of form regarding shipment details for meat products shipped between the U.S. and Canada.	34,850 exporters & importers of meat products	2,904 hours	34,850 pages
FMHA 1927-3, 1927-9, & 1927-10	Elimination of one form and changes to two other forms relating to real estate title clearance and loan closing.	100,050 recipients of rural housing & economic dev't loans	91,508 hours	???
TOTALS		204,732 fewer responses	146,364 burden hours reduced	3,212,798 less pages [plus "?" figure]



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

APR 11 1995

ADMINISTRATOR
OFFICE OF
INFORMATION AND
REGULATORY AFFAIRS

MEMORANDUM FOR THE VICE PRESIDENT

THROUGH: ALICE M. RIVLIN *AMR*
FROM: SALLY KATZEN *SK*
SUBJECT: SIGNING CEREMONY FOR THE
PAPERWORK REDUCTION ACT OF 1995

On April 6, the House (423 to 0) and the Senate (unanimously) passed S. 244, the Paperwork Reduction Act of 1995. This Act is the result of genuine bipartisan efforts and, as the votes reflect, it enjoyed almost universal support.

We believe that this is an excellent opportunity for a signing ceremony in which the President could remind the American public of the many efforts that have already been undertaken in pursuit of paperwork reduction. We could supply several examples of forms that have been consolidated, shortened, or eliminated, as well as examples of how the agencies have used advancements in technology to decrease paperwork and have improved the way in which the government disseminates information to the American public. In addition to supplying hard copies (such as "before" and "after" versions of forms), we can prepare a chart/graphic to showcase some of the best examples. The President could explain that we did not wait for legislation before undertaking the task of reducing paperwork; we already have done a great deal. He could, nevertheless, applaud the Act as a means to help us continue down this path.

Both the lead Senate and House sponsors (Senator Nunn and Congressman Clinger) have expressed an interest in attending a signing ceremony. In fact, they have taken steps to delay Congressional submittal of this bill to the President until the Easter recess is over and they are back in town.

A signing ceremony would give us an opportunity to reach out to the members of Congress who are in the throes of debating moratorium/45-day layover, risk, and takings legislation, showing that we will sign that which is reasonable, truly bipartisan, and generally constructive. From the Congress, we would naturally include the chairmen and ranking minority members (and appropriate staff) of the Small Business Committees, the Senate Governmental Affairs Committee (with Senator Nunn), and the House Government Reform and Oversight Committee (and the pertinent Subcommittee), as well as the patriarchs of the Paperwork Reduction Act of 1980 -- Governor Lawton Chiles and former Congressman Frank Horton.

Some tricky questions could arise in connection with invitations to constituent groups. The Act was supported by the "Paperwork Reduction Act Coalition," comprising over 75 small and big business groups. Some of the players have been highly critical of the Administration's position on cost-benefit analysis and risk. Including them might be useful; excluding them could also send a clear message.

Decision:

☐ Agree to signing ceremony request
☐ Disagree; no signing ceremony
☐ Let's Discuss

cc: Erskine Bowles
Billy Webster
Jack Quinn
Elaine Kamarck

350
FYI
cc'd to
GK

To: Debbie Bengtson
cc:
From: Jack M. Quinn at EOP_OVP @ CCMail
Date: 04/18/95 03:48:00 PM
Subject: Paperwork Reduction Act Amdts

New Forward Item:

----- Forwarded with Changes -----

From: Jack M. Quinn at EOP_OVP
Date: 4/18/95 3:47PM
To: Elaine C. Kamarck
Subject: Paperwork Reduction Act Amdts

New Text Item: Text_1

Please print the message below and RUSH a cc to Sally Katzen
-- I cannot seem to e-mail her. Thanks.

Forward Header

Subject: Paperwork Reduction Act Amdts
Author: Jack M. Quinn at EOP_OVP
Date: 4/18/95 3:47 PM

POTUS wants to have a signing ceremony on this -- BUT only if we can announce (a) things we have done administratively to reduce paperwork and (b) one NEW idea for additional reductions. Sally did a memo on the signing ceremony, so you and she should discuss how to refine the proposal as he suggested and then propose it through usual channels. Let me know. Thanks.

6/22/94
MEMORANDUM TO ALEXIS
FROM Amy
RE: Follow-Up from Wed. Meetings

Notes & AMH Follow-Up from Senior Staff Meeting
June 21, 1995

Kate Carr:

AMH: Contact re Letters

Sam Morrey

John Snow

Jawsnowski

M.Yager will go back to Kodak

Kate will give AMH Economic Summit Letters.

So far: 116 Y; 72 N

Expect about 200 people. Mayor's office raised \$.

Follow-up with Washington Reps.

Set-up Regular meetings with AMH, Pat Griffin,

Doug Sosnick.

Amy: Get 3 meeting dates.

18 Panelists: Agenda Areas (Jennifer's taking the lead)

Regional

Working Families - Strains

Trade & Technology

*AMH spoke
w/ Jody F.
Phil Lader.
Fran o/c them
Sat 6/24* Fran -- banned as of Friday

**AMH: (BEFORE FRIDAY) talk with Missy Kincaid about signing
a SBA Agency Rep. Agreement.**

Doris will set up Non-profit Liaison Meeting for Tues.

Doris will give info to Flo.

POTUS's Civility Conferences (6 or 7 sections)

Commerce

Entertainment/The Arts

Education - September

Community Foundations

Business - October

Sports -- Flo

Religious - August (Flo)

Plan roll-off. Who's coming in? Key invitees

Flo & Doris work together.

Doris: Identify top 100 Asian Americans in key states.

Aide: Robert Chan

Set up Asian Lunch.

Work out details of Indian, Pakistani lunches with MY.

Constituency Luncheons (Once a month, 40-50 people)

Key sectors. One 1st of July.

One day after re-elect: Pakistani Community. About 20 people.

MY: Contact for Indian MDs. American Association of Physicians from India.

Andre starts on 1st: Issues: Seniors, Catholics, Rural

POTUS & AMH: Call Jim Henry, Southern Baptist Conference
(Supportive stand on affirmative action.)

POTUS needs to do Affirmative Action Speech no later than July 10th, before convention season. Janet Reno: Instruct agencies to come into compliance with Adarand.

Counter the present vacuum:

Republicans: Do nothing until know. Guilty until proven innocent. Brushfire with every issue. Attaching riders to everything.

Democrats: Assume okay until proven not okay. Innocent until proven guilty.

Staff needs Re-elect schedule

POTUS: June 30, School Prayer in Chicago
Scheduler: Lucy Nathan

 Give Ruby Civility Schedule.

Staffing: Richard Hayes (Labor) helping Ben
Gloria Johnson (Policy, Issues and Communications)
Eric Finney (DoD), Charlie Sullivan - Steve

Steve: Controversial commission to be given (posthumous) to Whittaker, who was flunked out by West Point in 1865. Probably done mid-July -- in the middle of the convention season.

Another to be given in August. Togo West wants to do Whittaker soon. AMH agrees.

Bob Nash: Nursing education money was taken away. Nurses (ANA) are feeling neglected.

TO DO: FOLLOW-UP: MINORITY BUSINESS LEADERS

**Schedule Meeting of Harriett Michel's Board at the White House.
About 15 CEOs.**

Jim Lowery will do draft on affirmative action policy.

Should have conference call on Monday. (Not clear who was to set up call.)

5/31/95

MEMORANDUM FOR ALEXIS

FROM: Debbie

SUBJECT: Follow Up From 5/31

1. **Scheduling**

Follow-Up From Meeting Today

- a. Danny will submit principal requests for all events mentioned that we reviewed and agreed to do this for with Doug.
- b. You will talk to Billy about the reasoning behind these requests.
- c. Danny will talk to each of the base group OPL staffers to make sure they get him their prioritized lists through October, comparing the conference list he prepared for any gaps, and he will give you a final product on Monday. (I have called everyone about this as well.)
- d. I will work with Ruby to set up a meeting for you, Kitty, Jason G., Danny, Suzanna, Jay, Ben, and Barbara for next week after this product is complete.
- e. I will get Jason Goldberg contacts for each constituency/sub-cabinet group in our office.
- f. Danny will talk to each 2nd tier OPL contact to get from them by Tuesday (a) top tier events for principals from now to the end of the year and (b) priorities for sub-cabinet, cabinet, and letters from now until the end of the year. He will give you a final product by Friday. (next wk)
- g. Danny and I will talk to Steve and Dana about adjusting our process for letter requests for the conferences identified.

Anything else?

Other:

Suzanna Valdez raised to me today problems she is having with scheduling decisions made in OVP re: Hispanic community. She suggested a meeting with you, her and David Strauss. It seems to me that it might make sense to set up a meeting with all 4 base groups (Barbara, Jay, Suzanna, Ben), you, Danny and the appropriate reps from the 3 non-POTUS principals (VPOTUS, SLOTUS, FLOTUS.)

How would you like to proceed?

2. Management Meeting

a. Following is what I could think of that you might want to cover -- it may include some issues you don't want to discuss, and be missing others, so please take a look at it.

- Phone Bank
- DNC Coordination
- Staff Slots
- Mess Privileges (I am following up with Janice on this.)
- Space at NEOB

Other staff recommendations to note/follow up on fyi:

- Jay and Barbara have asked for more space (I am asking Andrea Rutledge for a diagram of our space for you.)
- Jay has asked for parking (Now he and Chris Wayne share. Steve is not pursuing it further. I will get a list from Dana of parking passes we now have for OPL.)
- increased fax capability
- interns with hard passes for tours (Ben thinks we ought to all have our own)
- rotating detailees with functional workspace for them (Ben)
- Spanish radio address
- POTUS conference calls
- Photo ops/events on the road
- OPL Staff Travel
- Database capabilities

b. Who should be at the meeting?

3. Gays and Lesbians

- You have a meeting set with George, John Emerson and Doug for tomorrow (Thursday).
- I have put in a call to the appropriate Associate Counsel here to get an update on what is going on with the Colorado Amendment/Supreme Court.
- You need to put in a call to Fred Hochberg in response to a fax from him to follow up with you on the Colorado case and on the 1995 Human Rights Campaign Fund NY Dinner. (See attached memo.)

Fred Hochberg: 212/353-2552

4. When do you want to schedule individual presentations with Kate and Doris that you mentioned today?

5. **Airlines**

I spoke with Michael Deich, and he agreed that there is nothing we can be doing right now with the airlines. (He thought it was possible that the agreement would be signed this week.)

6. At the base meeting with Harold and Doug, the issue of **Democrats' lethargic minority business efforts** came up, and you all agreed that Kitty would follow up with the agencies on this. Has anyone followed up with Kitty?

FAX

Fred P. Hochberg The Heyday Company 149 Fifth Avenue NYC 10010
Phone: (212) 353-2552 Fax: (212) 353-2288

To: Ms. Alexis Herman Date: 5/19/95
From: Fred Hochberg Total Pages with Cover : 1

Dear Ms. Herman,

I called you today, and rather than continue to miss you, I thought it would be easier to just reach you by fax.

I called to follow up on two items:

- 1) the situation with Colorado's Amendment 2 and the Supreme Court - wondering what has happened with the request for an amicus brief filing by the Administration.
- 2) if the Administration wants a presence at the Human Rights Campaign Fund's 1995 New York Dinner on June 22nd, we'll find a way to incorporate someone into the program. Governor Weld of Massachusetts will be delivering the keynote.

I look forward to hearing from you to discuss these issues. You can call me Monday at (516)597-9208, or after that, at the number above.

Thanks,

Fred P. Hochberg

↓
Letter to
Fred
Hochberg
5/25/95

cc: [unclear]
[unclear]

11/11/95

AMH

Phone calls to make as of 6/20/95

- A. Mike Lux wanted to touch base with you. He had a good conversation w/Terry McAuliffe about what you and he talked about. Terry wants to call you to close the loop. Mike wants to talk to you to close the loop, too. Mike's # is 301 589 0536. Terry's is 496 4888.
- B. Cong. Donald Payne wants to talk to you. He will be at the Summer Picnic tonight and will look for you. Otherwise, his number is 225 3436.
- C. Tony Coelho 212 492 6423
- D. Jeff T called from office.
- E. Gene Jackson wants you to call him at the office
404 365 8850 or h/ 404 512 0818